

Mrs Thatcher accused of 'bashing Britain'

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to take over the run-
ning of the Scottish sector of the
oil industry under
a government under
David Wilson, the Scottish
Minister of Energy and
Environment, yesterday
said Friday.

Bupa's work boosted by government body

By A Staff Reporter

The British Tourist Authority, a government sponsored body, is promoting abroad the work of the British United Provident Association (Bupa). Pampalio, a Greek, and Benan, an Arabic, are sent to embassies and consulates in the Middle East, saying that visitors wanting to visit Britain for medical treatment should go to Bupa's overseas medical advisory service.

The aim, according to the BTA, is to boost Britain's invisible earnings because visitors for medical treatment usually spend more than the average tourist. There was nothing wrong in a publicly funded body promoting the work of Bupa, since the latter was a non-profit-making organization which provided a useful clearing house for treatment.

The leaflet, whose existence was leaked to the *General Practitioner* magazine, states that for a £20 fee a patient could be treated at the Bupa centre, for minor ailments, and referred to a specialist for more serious ailments. It is not clear that the National Health Service can be used only in emergencies.

The BTA estimates that 54,000, or 15 per cent, of visitors from the Middle East last year came for medical treatment and averaged each £436, as against £100 from that area. Each £100 is the total spent by those coming for medical treatment was probably well over £23m.

About twenty or thirty people a week are using the Bupa service at present, of whom about 30 per cent are Greek, 40 per cent are Arab, 10 or more per cent are Africans and the rest mainly Europeans.

with isolated cases. But a more serious outbreak would be very worrying, Mr Bays said. Some had made informal arrangements to borrow equipment from neighbouring counties, but that would be impossible if the outbreak spread, because each

A ministry official said there were no immediate plans to provide funds for the purchase of equipment as it was clearly the responsibility of the local authorities to do so under the Act.

The concern of local authorities was shown in a report from East Sussex County Council, in which the county's committee said there had been a steady increase in the calls by its inspectors over suspected rabies cases during the summer.

The council, which covers the busy Shoreham cargo port as well as Lewes, said more equipment would be needed for a serious outbreak.

By Penny Symon

Local authorities fear that they might not be properly equipped to contain a serious outbreak of rabies in Britain.

It would be their responsibility, under the Diseases of

From Our Correspondent Belfast

Protestants in Northern Ireland hold a more favourable view of Roman Catholics than Catholics in the south, and each group assumes the other has more hardened attitudes than is actually the case.

Those are among the findings of a survey by a Jesuit, the Rev Edward O'Donnell, based on a sample of 840 Protestants and 840 Roman Catholics in Londonderry, Baniskillen and Belfast. The survey, entitled *Working Irish Stereotypes*, is published by the College of Industrial Relations in Dublin.

The survey finds that in describing Catholics, Protestants begin by using the terms "ordinary people" and "Irish" whereas the first two words that Roman Catholics use are "power holders" and "bigoted." The Catholics furthermore use "murderers" a much more negative term than any used the other way around.

The Protestant stereotype of Roman Catholics includes the terms "priest-ridden," "brainwashed" and "superstitious"; the reciprocal one includes "Orangemen" and "brainwashed"; choices presumably reflecting the religious dimension of the stereotypes.

In sum, the stereotype that Protestants have of Roman Catholics is that they are ordinary enough people but Irish-nationalistic-republican. They are seen as brainwashed by priests, having too many bigoted ideas, as being superstitious and biter.

Roman Catholics, on the other hand, think Protestants are in control of the country and are determined to remain incontrol even at the cost of murder. That is because they are seen to be more alien and ordinary British people.

The survey says that in Northern Ireland it may be that people think and behave in the way they do because of some misconceptions about what others think of them, the others being misled by the other religious persuasion.

It blames the media finding that what Protestants and Roman Catholics are communicating is not what the outside world is receiving. "One wonders if it is the media that are responsible for the religious war, or if they have a vested interest in doing just that," Father O'Donnell says.

Spain, Portugal, Greece 'not ready for EEC'

By Our Agricultural Correspondent

British farmers voiced detailed objections for the first time yesterday to the entry of Greece, Spain and Portugal into the EEC. The National Farmers' Union and its counterparts in Scotland and Northern Ireland said in a policy paper about the common agricultural policy: "Their entry would pose a new threat to the cohesion of the community."

The unions did not object to

New Zealand challenge on butter for Britain

By Hugh Clayton
Agricultural Correspondent

New Zealand farmers said yesterday that they wanted to supply a quarter of Britain's beef needs. They rejected the demands of the entire EEC dairy lobby, led by its British branch, that they should be denied preferential treatment for sales to the EEC.

Mr Bernard Knowles, general manager of the New Zealand Dairy Board, said in London that New Zealand shops sold butter at the equivalent of

By Our Motoring Correspondent

The Department of Energy is considering a proposal of legislation to compel car manufacturers to achieve big improvements in fuel consumption by the mid-1980s.

The suggestion from the department's Advisory Council on Energy is being examined as part of the review of conservation policy announced by Mr Benn, Secretary of State for Energy, in July.

If the advisory council's idea is adopted, cars made after 1985 will have to be a quarter as economical than present cars or be capable of 35 mpg (miles per gallon). The law will apply to both home and importers.

A report in 1974 by the Policy Review Subcommittee on Energy returned an average of 27 miles to the gallon. Since then, several manufacturers have announced economical models.

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Councils urged to fight for local democracy

from Christopher Warnan
Local Government
correspondent
Ladbourn

Local authorities are responsible and should be allowed to do their job without constant interference from a Government, Commander Duncan Lock, chairman of the Association of District Councils, said yesterday. He was addressing the Rating and Valuation Association's conference at Eastbourne.

He argued strongly against any further reorganisation of local government and against regional government. In England, he said, there would be territorial loyalties beyond regional boundaries. Regional authorities would be expensive

The regional office of government departments brought under more control and made more able. Duplication of services between the tiers would be avoided and should be built into so that functions were formed by the authorities to the people best able to handle the commitment.

"I believe the task of local authority associations in the coming months is to be seen to the future of government. They have to unite and stand up to what is said with comment and say 'We will not accept it or policy which does not encourage or maintain the cracy'."

Commander Lock

The present county and district structure should be maintained and improved in the government control over local authorities given the widest discretion. "What is at stake

The present county and district structure should be maintained and improved in the light of the experience of the last three years.

Local authorities should be permitted to get on with their work within overall guidelines without the continual requirement to refer things to Whitehall, which was costly, time-wasting and frustrating.

The present Government had gone some way along the path of decentralization, but should go faster and farther.

The government control over local authorities given the widest discretion possible. What is it for? Is there more than one relationship; it is too close itself."

He condemned all some government departments to secure the introduction of specific grants, and the Government's proprietary grant system.

Commander Lock criticized the Conservative plan to abolish domestic rates as fundamental

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HOME NEWS

Printers may vote to end backing for NUJ dispute

From Ronald Kershaw
Northern Industrial
Correspondent
Darlington

A decision whether to continue to support the 161-week-old strike of journalists at the Westminster Press Group's North of England Newspapers at Darlington may be taken by the National Graphical Association tomorrow when officials, including the NGA president, Mr Leslie Dixon, address about sixty fathers of chapels (chairman of office branches).

For eight weeks the NGA has been partly responsible for preventing publication of the Northern Echo, which has the largest circulation of any provincial morning newspaper in England, and the Evening Dispatch.

Members of the NUJ went on strike on June 3 in support of a post-union closed shop, refusing to work with a non-union sub-editor, Miss Josephine Kirk Smith, of the Darlington and Stockton Times, who has since joined the Institute of Journalists, which is not affiliated to the TUC.

Newspapers were printed in abbreviated form until the NGA, the National Society of Operative Printers, Compositors and Media Personnel (Natsopa) and the Society of Lithographic Artists, Designers, Engravers and Process Workers (Slade) joined the strike eight weeks ago. Now the NUJ has agreed to accept mediation.

Natsopa, which has about a hundred members on strike, held a branch meeting at Darlington yesterday, but no decisions on the dispute were taken. Mr George Lambie, its northern district secretary, said: "The national executive of the union made the decision to pull our people out and they will decide when there is to be a return to work."

Slade, which has only 12 workers involved in the strike, is to hold a branch meeting today, but any decision to return to work will be deferred until next Saturday.

Both Natsopa and Slade recognize that the NGA is the only union that has the teeth when it comes to stopping publication. Everything seems to turn on whether the NGA takes a decision tomorrow.

Mr Michael Duggan, of the Darlington NUJ chapel, said last night: "The printing unions came out on an issue of trade union principle, and we should like to think they would stick by that principle. We are grateful for the support they have given us and we hope they will continue to support the strike."

Byways of government 1: The National Debt Office

Taking care of one thing that goes up and never comes down

By Stewart Tandler

When the National Debt Office opened its doors in 1786 the debt stood at £238,231,248 5s 2d. Nearly two centuries later the figure is approaching £60,000m and shows every sign of still growing.

Mr Micawber's advice has clearly gone to waste in his native land. Surprisingly, no energetic MP has jumped to his feet to ask why the office and its staff of 50 have not done more to check the rise. After all, it is the home of the Commissioners for the Reduction of the National Debt.

But the commissioners, who include the Master of the Rolls, the Lord Chief Justice, and the Speaker of the House of Commons, have not met formally since 1860, apart from a dinner in 1960 to celebrate having done nothing for 100 years.

In fact the title National Debt Office is nowadays something of a misnomer and an anachronism. The computing of the debt and its control are a matter for the Treasury and the Bank of England.

But every year members of the public still appear at the

office building in the City to offer their contributions to reducing the debt. Mr Francis Ashby, Comptroller General, National Debt Office, remembers one instance, just after war had been declared in 1939, when a bundle of jewelry was handed in. After trawling round the West End with it he raised £3.

Each year the gifts and bequests produce about £60,000, although 1978 will be a bumper year. A fund set up fifty years ago by the Inchcape family to commemorate a daughter who died in a flying accident will mature and produce £4m to set against the debt.

Mr Ashby and his staff also manage a sinking fund with £6m a year, which is used to buy in government stock. All the Victory Bonds issued in 1919 have now been paid up, using a computer to make annual draws by which holders are recompensed.

But it will be the year 2005 before the last stock issued for the purchase of land in Ireland to give to tenants in the last century is cleared. In that case the annual draws are made by using numbered discs.

In its time the office has become the repository for many weird and wonderful funds. When the first of the Corn Law Commissioners was launched the office was used to provide government guarantees because it was thought that the risk was too big for normal insurance methods.

The oldest fund still held by the office dates back to 1817 and the formation of the Trustee Savings Bank under government regulation. After slavery had been abolished the office handled compensation claims by the slave owners.

Much of the work today is far less unusual. The office has developed an expertise in investment, which is used for the management of various public funds, including the National Insurance Fund and the National Savings Bank.

None the less its functions are diminishing. The nation's debt is now seen by economists as a respectable monetary vehicle. Even if it was not, the chance to eradicate it is probably long gone. In 1815 the office almost made it, but then Napoleon escaped from Elba.

Next: Colonial Lighthouse Service

Support for parents of handicapped children

By Annabel Ferriman

The birth of a handicapped child is a shattering experience for a family, and if no outside help is immediately available, remorse and misconceptions may destroy the parents' relationships with each other. That may inhibit the creation of a stable family background, which is essential for the child's development.

A report published today by the National Children's Bureau, outlines the difficulties of parents of handicapped children and looks at eight schemes that have helped parents to cope. In each case parents and professionals have worked together to produce a solution.

The Southend group therapy scheme for parents is one of the projects described. Apart from providing group meetings for parents of children suffering from Down's syndrome, it arranges for a doctor and a parent to visit mothers who have just given birth to such children to help them in coping with the initial shock.

The scheme started in 1970, when Dr M. R. Mellor, then Deputy Medical Officer of Health for Southend-on-Sea, began to observe that families with mentally handicapped children had a profound need of support immediately after the child's complaint had been diagnosed.

He approached the local society for mentally handicapped children, and a group for parents of children with Down's syndrome was set up. The consultants paediatrician at the local hospital agreed to tell Dr Mellor and a member of the group whenever the birth of such a child occurred, and to ask the parents whether they would accept a visit from them.

The group has proved very helpful in providing advice, information and support for parents whose misapprehensions range from imagining their child will be an inert vegetable to thinking it will be an aggressive, unattractive monster. Like the other seven groups described, it provides information on how the children's development can be maximized, and practical advice on allowances, trips and holidays, and on the many voluntary organizations concerned with the handicapped.

The report originated from a postal study carried out by the National Children's Bureau in 1975 during which education and social service departments and health authorities showed great interest.

Shared Care: Support services for families with handicapped children (Book Sales, National Children's Bureau, 5 Watley Street, London EC1V 7GE, £1.20, and 75p to bureau members).

PARLIAMENT, September 15, 1977

EEC Commission hopes that more will be spent on reducing high level of youth unemployment

European Parliament

Luxembourg. It was hoped that by the end of the year the Council of Ministers for Social Affairs would have met to consider new proposals being drafted by the Commission in an effort to reduce the high level of youth unemployment in Europe. She feared they would see it as if urgent action was not taken.

The Commission hoped, he said, that the Council of Ministers would commit themselves to greater expenditure than in the past although the Council of Ministers had been struggling over the threshold of the EEC social fund. So far the fund had only made a modest contribution towards easing youth unemployment in the Community.

Mrs Gwyneth Davies (Gwent, Lab), initiating the debate, said youth unemployment was the most urgent and frightening problem for parents of children. It could not provide work for each young person looking for a job but it could be used to bring together all the resources of individual states and ensure they were used in the most effective way.

It was depressing that the Council of Ministers in considering the 1978 budget appeared unprepared to move the emphasis of the budget away from agricultural and into resources needed for the social fund and such things as youth unemployment.

The United Kingdom had a number of imaginative short-term programmes including work experience and job creation. But we could not continue to seek palliatives while not changing the original disease and in this instance the Community is a weak-

ness that can be used to attack the fundamental illness.

Europe had an army of depressed young people. They had seen what had happened in the thirties in Europe, the dangers of that kind of political and economic depression. She feared they would see it as if urgent action was not taken.

Mrs Winifred Ewing (Moray and Nairn, Scot Nat) wondered if enough was being done to assist the transition from school to work. Should not employers be compelled to take a proportion of young people in the same way as they employed the disabled? She recommended the Commission to consider the workshop experiment scheme being carried out in Motherwell.

Mr Vredeling said youth unemployment was part of the general malaise in society. Many young people in the same way as they employed the disabled? She recommended the Commission to consider the workshop experiment scheme being carried out in Motherwell.

The tendency for employers not to employ young people seemed a negative attitude but often the problem was that the education and training received by the young people were unsuitable or had not been adjusted to the work being offered. That was why in the general labour market preference was given to older experienced workers. This phenomenon would have to be tackled through vocational training.

There was still a demand for qualified workers which could not be met, emphasizing the need for better training. The effects of the baby boom of the sixties had

aggravated the situation. Some 35 per cent of provisions for the social fund were going to special training measures for young people and the Commission were seeking in the budget to raise this to 50 per cent.

Vocational training must go hand in hand with the creation of suitable jobs but certain proposals with this in mind had been met with reservations when put to the Council of Social Affairs Ministers.

It was hoped that by the end of the year social affairs ministers would consider new proposals from the Commission. To date one problem had been the fact that the ministers only met twice a year.

The proposals to be submitted were being designed to have more direct influence on the creation of jobs. An exchange of information and a comparison between measures in the member states would be useful. One worrying factor was that the duration of the unemployment of young people was lengthening. Social affairs ministers should show more will in tackling youth unemployment.

Mrs Elaine Kellott-Bowman (Lincolnshire, C) said the attack on and undermining of capital had caused many of the problems. They had priced the legislated young people out of jobs. In the United Kingdom the so-called Employment Protection Act had probably been responsible for more unemployment than any other legislation.

It made employers cautious in taking on young untrained, untried school leavers because if they were dismissed it was difficult to get rid of them.

Report soon on imports of cheese from New Zealand

The Commission were considering measures which would allow imports of New Zealand cheese into the EEC after December 31 this year, Mr Finn Gundelach, president of the Commission, said in reply to Mr Michael Herbert (Ireland, Dep).

Mr Gundelach said under the Dublin agreement special terms were established for these cheese imports in declining quantities up to the end of 1977. From January 1, 1978, the Community had under the Dublin agreement no obligation to accept imports of cheese from New Zealand.

Consequently the Commission was considering the matter. In doing so they had to take into account the difficult dairy situation in the EEC but also the problems of New Zealand who were close trading partners.

They had to consider the matter in an international context. Since the multilateral trade negotiations were entering an important phase the report would not be available until later this autumn.

Mr Herbert asked how the Commission justified the continued entry into the EEC of New Zealand cheese when within the Community there were such massive surpluses of dairy products largely contributed to by continued importation of butter from New Zealand.

Would the Commission not agree that the first step in the reduction of these surpluses would be application of the concept of Community preference?

Mr Gundelach said naturally the Commission were respecting the rules on Community preference but the Commission also had to respect international obligations entered into. The amount of butter and cheese imported from New Zealand were in accordance with agreements and he intended to keep those agreements. (Conservative Cheers.)

He did not think he would have any difficulty in getting the Community to abide by its international obligations. The cheese imports for 1978 were a matter for consideration—not a precise obligation like butter—and as there was an obligation to consider them that would be done.

Reservations on scheme to aid data processing

A long and detailed resolution was carried setting out reservations on the Commission's four-year programme to help the Community's data-processing and computer industry. The resolution asked the Commission, which is to consult further with the industry, component manufacturers and users to adapt its plans which cover the years 1978 to 1981.

The resolution also called on the commission to draw up as soon as possible a freedom of data processing and freedom of which would provide maximum protection for the individual against abuses in data-processing before any contradictory national legislation could be enacted.

Youths break up rock concert

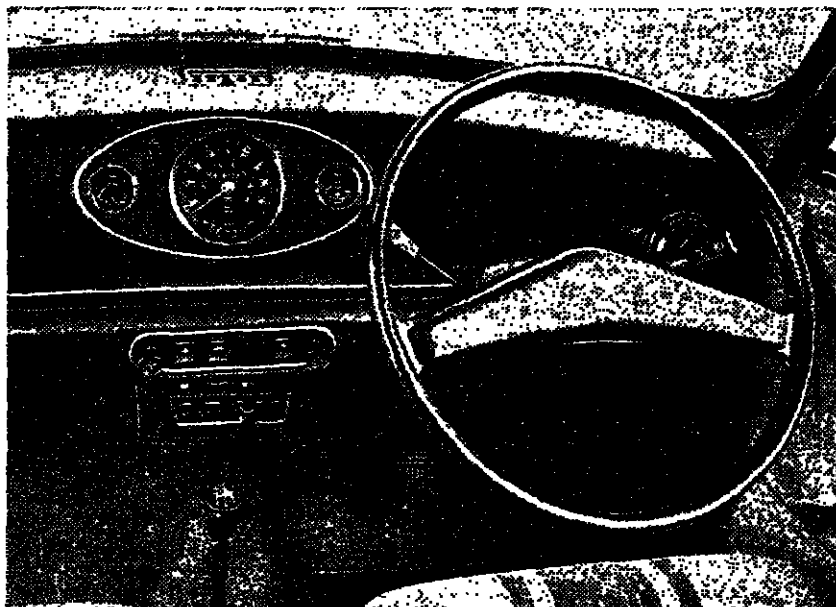
Milan, Sept 15.—Youths hurling heavy iron bolts, stones and petrol bombs broke up a concert here by the American rock group Santana last night because, they said, the £500-£1,500 admission price was too high.

This may change the way you look at the Mini.



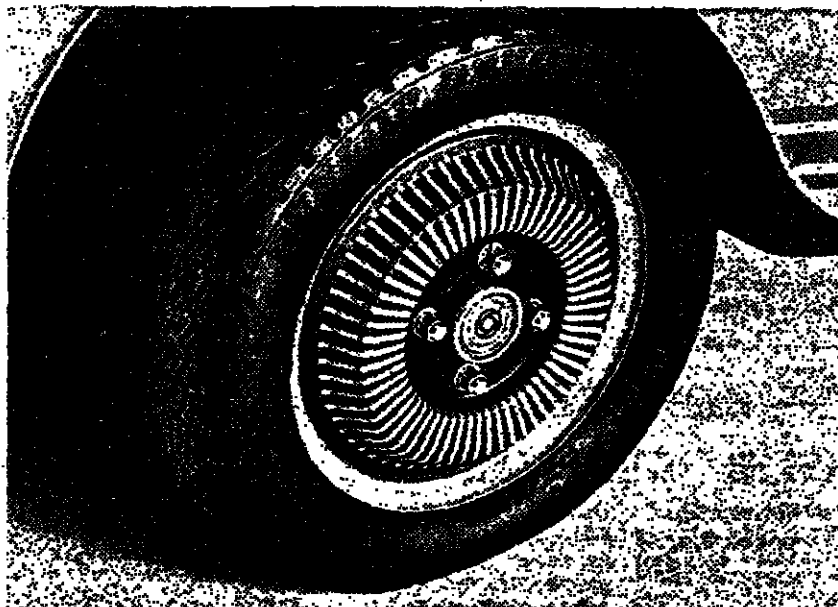
The Inside Story

Inside a new Mini 1000 you'll find new cloth covered reclining seats in smart stripes, colour-matched to the car's interior. You'll find fitted carpeting, new door pockets, a dipping rear view mirror, sun visors with ticket pocket and vanity mirror... the sort of chic a Mini can carry so well.



The Joy of It

Sit behind the new wheel of a Mini 1000: it's handsome, easy to handle, with a broad twin spoke (leather-trimmed on the Clubman and 1275 GT.) Essential controls are now all on fingertip stalks. Improved sound-proofing makes a test drive very quiet; revised suspension makes it very smooth.



Another Mini First

The 1275 GT is the first car to fit the Dunlop Denovo run-flat safety tyre as standard. The new Denovo is a long-life quiet-running tyre that gives straight-line stability in a blow-out, up to 100 miles safe driving at up to 50 mph after a puncture and a boot uncluttered with a spare wheel.

In a world where it's increasingly difficult to tell one small car from another and call it your own, the Mini looks more special than ever with some exciting new colours, a matt black grille on the Mini 850 and 1000, new rear light clusters with reversing lights on the Mini 1000, Clubman saloon and 1275 GT and cool tinted windows all round on all Clubman models.

Take a new look at the new Minis in your Austin or Morris showroom. You'll find we've changed just about everything on or in the Mini except the Mini because...

هنا من الاصل

WEST EUROPE

Herr Schmidt urges terrorists to give up 'insane' kidnapping

From Patricia Clough
London, Sept 15

Chancellor, today appealed to terrorists to give up the "insane" kidnapping of the West German industrialist, Herr Rainer Martin Schleyer. He warned them that they could not undermine West Germany's free, democratic institutions.

"You are wrong," Herr Schmidt told the terrorists from the podium of the Bundestag, the Lower House of Parliament. "We will not let ourselves be dictated by your madness."

Parliament would not allow the state to be forced on to a road towards the downfall of its free, democratic foundations as the terrorists intended, he said.

Contrary to the terrorists' belief, the state is in no way being weakened by their actions. It will defeat the terrorist's in the end because the strongest masses of our people are against them.

Herr Schmidt's statement, the many of the evening Herr Schleyer was kidnapped in Cologne 11 days ago, was in general terms. He gave no indication of the present stage of the Government's contacts with the terrorists for fear of jeopardising the dialogue and endangering Herr Schleyer's life.

The kidnapers, who shot Herr Schleyer's bodyguard and chauffeur, are demanding that 11 jailed terrorists be released and flown to a country of their choice in exchange for Herr Schleyer's life. As Herr Schmidt spoke, talks about Herr Schleyer's

British MPs divided on EEC aid to blight areas

From David Wood
Luxembourg, Sept 15

Butter controversy has broken out among British MPs in the European Parliament over EEC aid policies to depressed regions.

A Socialist document, to be launched at a conference in Brussels next week on a far from unanimous vote, argues that EEC aid should be switched from areas of "economic congestion", like London and south-east England, and proposed that there should be a "decongestion tax" on the Paris model.

Lead by Mr Ronald Brown, MP for Hackney South and Shoreditch, and Mr Christopher Price, Lewisham West, 10 predominantly British members of the Socialist group voted against the document and others abstained. About 20 Socialist MPs voted for it.

In spite of the Socialist group's decision, Mr Brown and his associates are continuing to campaign against proposals which they consider to be highly damaging to central city areas in Britain.

The document insists on what it calls a Socialist analysis to achieve geographical equality, with an eye on the consequences of Portugal, Spain and Greece joining the EEC.

In London and other conurbations in the past few years scores of thousands of jobs have been shifted from city centres, which have now themselves become blight areas, the MPs claim.

Parliamentary report, page 4



M François Mitterrand, left, and M Georges Marchais, leaders of the French Socialist and Communist parties whose alliance is in jeopardy.

Soviet general impressed by Nato exercise

Hundshausen, West Germany, Sept 15.—A Russian general, the first official Soviet observer to attend Nato exercises, complained today that he was not seeing all that he wanted to see.

Major-General Alexander Knyukov, told reporters that he was impressed by what he had seen so far during two days of mock battle. "Unfortunately, we don't see everything. We see isolated incidents and episodes", he said.—Reuter.

Spanish police back down after doctor's evidence

From Our Correspondent, Madrid, Sept 15

Police today backed down from their original assertion that a Barcelona man critically injured four days ago had been trampled by demonstrators, and admitted that he might have been hit by a rubber bullet after newspapers published remarks by a doctor who attended the man.

The guarded police confession was preceded by a heated debate yesterday in the Congress of Deputies, the Lower House of the Spanish Parliament, about whether Señor Rodolfo Martín Villa, the Interior Minister, should resign after an incident in which police beat a Socialist deputy after a demonstration in the northern city of Santander. The resignation demand had considerable support but was defeated.

Vandals blamed for rail crash

Vienna, Sept 15.—Forty people were injured in a rail crash believed to have been caused by teenage football vandals here last night.

Police said they suspected that supporters returning from a late football match pulled the emergency alarm to halt a suburban train, causing another train to plough into the last carriage. The carriage was in darkness because rampaging teenagers had ripped out light fittings.—Reuter.

Austria asked to return Briton

Vienna, Sept 15.—British authorities today asked Austria to hand over Frank Maple, a Briton wanted in connexion with the theft of £8m from the Bank of America in London in 1975.

Mr Maple is due to be extradited from Greece to Austria shortly to face charges of robbery at a Tyrol ski resort. Austrian authorities said the British extradition request would be considered after he had stood trial.—Reuter.

Moscow's broadside at Eurocommunism

Moscow, Sept 14.—Moscow today fired a fresh propaganda broadside at the doctrine of Eurocommunism, alleging that Western politicians saw it as a chance to divide East and West European communist parties.

Like the controversial denunciation last June of Señor Santiago Carrillo, the Spanish Communist Party leader, the attack on Eurocommunism was published in the foreign affairs weekly *New Times* and issued in advance of publication by the official news agency, Tass.

The article avoided condemning leading Eurocommunists directly but concentrated instead on statements about the new doctrine by the Western press and politicians, including Mr Zbigniew Brzezinski, President Carter's national security adviser.

Although Eurocommunism has been publicly espoused by the Spanish, French and Italian communist parties, *New Times* said it was a slogan that had been advanced by Western propaganda to make the struggle against growing communist influence more effective. The course of political events was increasingly revealing its bourgeois, anti-communist content, it said.

The Moscow weekly alleged there were four main aims which Western politicians linked with Eurocommunism: splitting Western communist parties from those in power in Eastern Europe; driving a wedge between the Soviet and other ruling communist parties; dividing Western communist parties by encouraging them to move closer to Western Socialists.

To support its claims, *New Times* quoted Mr Brzezinski as saying that he hoped the communist movement could be turned into "a mosaic as variegated as the nations that make up humanity". It also cited a call by Dr Bruno Kreisky, the Austrian Chancellor, for communists to "don the mantle" of all Social Democrats.

The weekly argued that there had been no change in the "hostility of the imperialist bourgeoisie" towards communist parties. Regardless of the peculiarities of their (the communist parties') approach to this or that problem... the ruling class in the countries of capital will struggle against the growth of their influence, and about this there can be no illusions.

Like numerous other Soviet statements on inter-party relations, *New Times* emphasized Moscow's commitment to the idea that there were different paths to socialism. But it also underlined the need for "proletarian solidarity" between ruling and non-ruling communist parties.

Since the attack on Señor Carrillo, which brought an outcry from foreign communist parties, Moscow has changed tack in its efforts to discredit Eurocommunism.

But observers said the *New Times* commentary was a further clear sign of continuing resentment towards Eurocommunist leaders, whom it accused in effect of helping communism's opponents.—Reuter.

Lisbon attempts to avert strike by airline pilots

From Jose Shercliff
Lisbon, Sept 15

The Portuguese Cabinet, the pilots' union and the management of the TAP airline are trying to avert a pilots' strike due to begin at midnight and last through Friday and Saturday.

It is the second pilots' strike to be called by the union within five days. On Sunday they grounded 54 of the company's 59 scheduled flights. The strike is over delays in drawing up a new labour contract and grievances about working conditions.

The company has expressed fears that the union intends to prolong the strike indefinitely.

This afternoon's Cabinet meeting, presided over by Dr Mario Soares, the Prime Minister, received a detailed report from Senhor Rui Vilar, the Transport Minister, on the situation in the TAP company which will consider before taking any decision over the strike.

Labour troubles are also reported today in the hotel industry, where some 65,000 workers held a four-hour strike, to be followed by a similar stoppage tomorrow. Hotel waiters and barmen are among those involved.

Speeding fines up

Rome, Sept 15.—Italy today increased fines for speeding on all roads and reduced speed limits in a move to cut down traffic accidents.

Sweden signs pact

Strasbourg, Sept 15.—Sweden has become the second country after Austria to ratify the European anti-terrorist convention signed here on January 27.

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OVERSEAS

Police arrest 1,200 students at memorial meeting for African leader who died in detention

King's William's Town, Sept. 15.—South African police today detained more than 1,200 students at a memorial meeting for the late African National Congress leader who died in detention on Monday.

All the arrested students were men. Police said they were being held for violating the Riotous Assemblies Act.

Mr. Biko, aged 30, who was stated to have died in Pretoria after a seven-day hunger strike, had been restricted to the King's William's Town area for the past five years and was detained last month for the second time. His death, the twenty-first of a black political detainee in 18 months, has aroused wide protest here and abroad.

More than 1,500 students at the memorial meeting were singing when they were surrounded by police with dogs, witnesses said.

As the students continued the meeting in an orderly way, police asked the women students to leave, but they refused. The men were then ordered into a convoy of police lorries, which they entered without resistance, and were driven away.

Protest meetings over the death of Mr. Biko, honorary president of the Black People's Convention, an inspirer of the black consciousness movement and founder of the Black South African Students' Organisation, were planned for various South African cities and universities today.

In Cape Town, police successfully applied to a magistrate for a ban on all student gatherings at Cape Town University. But security police later had the ban withdrawn. There was no immediate explanation.

When the meeting was held, Mr. Donald Woods, editor of the liberal East London *Daily Dispatch*, challenged Mr. James Kruger, Minister of Justice and Police, to resign for his government's findings showed the Prisons Department had not done everything to prevent Mr. Biko's death.

In Maseru, the Lesotho Gov-

Mr Lance says his conscience is clear

Continued from page 1

that he regretted the charges he may have made in public and in his defence he could only claim that the press may have misreported his comments.

At a press conference later, President Carter said he will review with Mr. Lance the allegations made against him and assess the Budget Director's position at the weekend. He thought the press had been fair in its reports. At this moment, "I have no reason to feel Bert Lance is dishonest, incompetent or that he has acted unethically."

Mr. Lance did not turn the tables on the committee today and it is he, rather than the senators, who still remains in the dock. Nevertheless, should Mr. Lance's statements about his personal affairs and his dealings with members of the committee's staff prove to be accurate, then Senator Ribicoff and his colleagues will widely be seen as having been incompetent in conducting both the previous hearings into Mr. Lance's affairs and this present investigation.

The question now is one of proof and Mr. Lance looked extremely confident today. He entered the crowded hearing room holding hands with his wife and accompanied by his son. He greeted friends, smiled at the television cameras and the dozens of newspaper photographers and warmly greeted press reporters. With Mr. Clark Clifford, his lawyer, at his side, he slowly and clearly read out loud a 49-page prepared statement. In the next two days he will have to answer detailed questions from the senators on the points he made in his statement.

Several of the committee members outlined the main purposes of this hearing, with Senator William Roth, a Republican from Delaware, summarizing the committee's views. He said the task of the committee is to determine if Mr. Lance is qualified for his top government position and if he meets the ethical standards of the public officials. He also noted that the committee must determine why it did not receive all the information it needs to judge Mr. Lance's qualifications at the time of his confirmation last January.

On this latter matter the points made by Mr. Lance, if proven valid, will greatly embarrass the committee. He stated that last January he provided the committee with documents which showed his personal and financial background. He had authorized the committee to make as extensive an investigation into his affairs as it desired.

Most importantly, he disclosed that he had no detailed information on the following: leading staff officials last January, where he outlined his personal overdrafts and loans and banking dealings, where he disclosed the nature and conclusions of Government investi-



Mr. Lance puts his case to the Senate investigators.

gations into the affairs of the banks he managed and where he comprehensively reviewed "the various financial matters which now are the focus of this hearing."

Mr. Lance said he believed in the American system of justice and the American sense of fair play and welcomed the American people "as the jury in this proceeding, for I am sure and comfortable that my conscience is clear and that the people's verdict will be a fair and just one."

He went on: "Certain persons (on the committee) have publicly, in effect, brought in a verdict of 'guilty' before I have been given the opportunity to present my side of the case. Charge has followed charge. Accusations have poured forth, accompanied by prompt and destructive interpretations, by certain members of this body. 'Ready-made opinions have been offered affecting my character, my ability and my integrity. The rights that I thought that I possessed have, one by one, gone down the drain.'"

Most of Mr. Lance's statement concerned the specific charges made against him. He showed that all statements by government investigators indicated that there is no truth to the charge that he unfairly and illegally took advantage of his banking positions to get favourable loans from big banks in New York and Chicago.

The suggestion by Senator Percy that he had engaged in tax fraud was a "savage charge" and he claimed that at no time did he avoid declaring on his tax returns all dividend income, nor did he ever backdate cheques to avoid tax payments.

He presented five sworn affidavits to prove he had no connection whatever with a convicted embezzler in Georgia and demonstrated that his use of company aircraft greatly helped his banks.

Mr Dayan stands firm on Palestinian issue

From Moshe Beilinson, Tel Aviv, Sept. 15

Mr. Moshe Dayan, the Israeli Foreign Minister, left for the United States today, assuring Israelis that he will stand up to any American pressure and will invoke Israel's right to veto any resolution to attend the Geneva peace talks.

In an airport interview, he made it clear that Israel opposes the presence not only of the terrorist Palestine Liberation Organization (PLO) but of any separate Palestinian delegation. He explained that Israel's consent to their attendance might be construed as "acceptance of some kind of Palestinian state or entity of whatever you call it apart from Jordan."

Had the Arabs accepted the Israeli proposal that Palestinians be included in the Jordanian delegation, he went on, there would have been no problem. While the Arab delegation would talk to the Arab terrorists under any circumstances, they would welcome meetings with Palestinians representing the West Bank and the Gaza Strip to discuss living together. "But Geneva is a conference for getting peace treaties between states," he said.

Mr. Dayan also rejected the American proposal of a single Arab delegation to Geneva to get around the problem of a Palestinian presence. "You can't sign a peace treaty with three countries in a single delegation," he said.

It was thought here that the confrontation between Washington and Jerusalem that many forecast did not exist. Mr. Dayan said he had no illusions that the Arab Prime Minister, went to Washington in July and Mr. Vance, the American Secretary of State, visited Jerusalem last month, is now imminent.

The controversial statement by Mr. Hoddin Carter, the State Department spokesman, that a Palestinian role is essential for the success of the peace-making process, was widely interpreted here as deliberate "wagging" of Mr. Dayan on the eve of his mission to bring proposals that would break the impasse at Geneva.

Mr. Dayan has already proposed to President Carter various alternatives: Arabs and the Soviet Union, co-sponsors of Geneva, refuse to attend without the Palestinians. The alternatives are for the Americans to withdraw from the meetings between Israel and each neighbouring Arab country or "proximate talks" with an American mediator standing between the Israeli and Arab negotiators.

Something like this may take place this month when Mr. Vance meets Mr. Dayan and Arab foreign ministers who will be in New York for the United Nations General Assembly.

An Israeli model for a peace treaty with Egypt was also mentioned ago to Washington for possible discussion in the form of a "framework" for peace. Mr. Dayan said he had no illusions that the Arabs would accept it but said it was "a plan to work on."

The draft is quite specific about peacekeeping relationships between the two countries but does not take up the territorial issue. This is dealt with in covering letter which the Americans were asked not to show to the Arabs because they believe this should be negotiated directly.

Mr. Dayan said today that the covering letter set out principles but did not set out lines or maps. "If these principles are accepted by the other party, we can try to interpret it on the ground of territorial lines," he said.

He said that if the Arabs in the American showed interest in his concept for the West Bank which would allow the Arabs to run their own affairs apart from security and foreign affairs, he would go into details during his mission.

Escape by diplomat stabbed in his sleep

From Our Correspondent Melbourne, Sept. 15

After being stabbed in his sleep and abducted, Colonel Iqbal Singh, the Indian military attaché, escaped from his attacker early today by crashing the getaway car which he was being forced to drive.

His assailant, said to be blond, bearded and apparently Australian, escaped into the bush about five miles out of Canberra. A lorry driver took Colonel Singh to hospital where his condition was said to be satisfactory after an operation for stab wounds to the chest and side.

The attaché and his wife Darshan were asleep when the man broke into their home in Canberra and drove a dagger through the bedclothes into Colonel Singh's chest, piercing a lung. At gunpoint, he then forced the Singhs, still in their pyjamas, to drive south towards the Snowy Mountains. As the wounded colonel drove, their attacker held a rifle at his head and a dagger towards his wife.

About five miles outside Canberra, Colonel Singh, aged 45, swerved off the road into bushes. He was stabbed again as he and his wife grappled with the man who fired a shot through the car roof before the rifle was broken in the fight. The attacker jumped out of the car and fled.

In Parliament, Mr. Andrew Peacock, the Foreign Affairs Minister, called the abduction "a deplorable incident."

S Africa builds its own cyclotron

From Our Correspondent Johannesburg, Sept. 15

South Africa revealed today that it is to build a sophisticated nuclear installation, to be used mainly for cancer therapy.

The announcement, by the state-owned Council for Scientific and Industrial Research, comes after an international furore over suspicions that the country is about to test a nuclear weapon.

The installation, an open sector cyclotron, or accelerator, will make South Africa a member of an exclusive nuclear club. According to the council, the only open sector cyclotrons at present are in the United States, Russia, West Germany and Switzerland.

The statement said that the cyclotron, locally planned and designed, would be built in the Western Cape and was scheduled to come into operation in about six years. It gave no indication of the cost. Presumably, it will be established near the country's first nuclear power station now being built north of Cape Town.

The statement said: "The new nuclear facility is being designed for multi-disciplinary use and will be employed mainly for cancer therapy, basic research and the production of radio isotopes."

Pakistan politicians upset by scrutiny of assets

From Richard Wigg Karachi, Sept. 15

The files that Mr. Bhutto, the deposed Prime Minister, kept secretly on the business affairs of his ministers, parliamentary supporters and provincial chief ministers and followers, will be used for comparison by the martial law authorities when they get down to scrutinizing the assets declared by candidates for next month's general election. They were seized by the Pakistan Army.

Mr. Bhutto's Pakistan People's Party was the most affected by a requirement that all who were members of the National Assembly or the provincial assemblies between December, 1970, and July this year must declare the assets they had acquired in that period.

But now the country's military rulers have become aware that their decree has also upset leading figures of the anti-Mr. Bhutto Pakistan National Alliance.

The decree has placed fresh obstacles in the way of the election. Under the pressure of time, General Zia, the chief martial law administrator, has already had to put back the final date for declaring assets, set for next Monday, by five days after which the papers will be vetted by mixed commissions of officers and lawyers.

Union demand for uranium referendum rejected

Canberra, Sept. 15.—The Australian Government and Trade Unions appeared tonight to be on a collision course over uranium exports only an early general election would resolve.

At its biennial congress in Sydney, the Australian Council of Trade Unions (ACTU), representing the majority of the unions, challenged the Conservative coalition to hold a national referendum on its decision to mine and export uranium or suffer a complete labour ban on all uranium projects.

It demanded that a referendum on this controversial issue be authorized within the next two months. In the meantime a 12-month moratorium would be imposed on new uranium projects.

The Government reacted angrily, rejected the referendum demand and strongly hinted that the unions' declaration could force an early election.

Mr. Doug Anthony, Deputy Prime Minister, who is also

Transportation is finished, British judge told

Canberra, Sept. 15.—Mr. Michael MacKellar, the Australian Immigration Minister, today rejected an English judge's ruling that a Londoner who admitted sabotaging a car belonging to his ex-wife's boyfriend should emigrate to Australia.

In reference to the shipping of convicts to Australia when it was a British penal colony, Mr. MacKellar told Parliament: "I emphasize that the days of transportation ended in the last century."

Mr. Roy Rossiter, aged 37, admitted last week that he had rammed with the brakes of his car because he was depressed about the failure of his marriage. But the judge accepted a defence recommendation that he go to work on his aunt's Australian farm instead of being sent to jail.

Mr. MacKellar told the House of Representatives: "On the information available to me, I would not be prepared to approve entry—Reuter."

Concorde high on agenda in Barre visit to Washington

From Our Own Correspondent Washington, Sept. 15

Further evidence of the French Government's warmer approach to Washington under President Giscard d'Estaing was shown here today when M. Barre, the French Prime Minister, began two days of talks with President Carter and other Administration leaders.

M. Barre, who is the first French Prime Minister to visit the American capital in more than 20 years, was subjected to the traditional 19-gun salute when he arrived at the White House.

In his welcoming remarks, Mr. Carter acknowledged the existence of shared problems including arms race, peace, proliferation and continuing high unemployment and inflation. In response, M. Barre said he had no doubt that a basic agreement on objectives would emerge from his meetings in Washington, which is one of the nations sometimes approached problems in different ways.

M. Barre took a scheduled Concorde flight to Washington, where Mr. Carter and his advisers are about to decide on plans for the super-sonic airliner. The French leader will doubtless seek to persuade the Americans to authorize landings at several airports, which is one of the options at present under scrutiny in Washington.

Other topics on the agenda are likely to include the faltering French economy, for which

Third World report

Curbs on access to information

By Denis Taylor

In spite of criticisms from third world countries that they do not get a fair coverage in the Western press, most developing nations fail to allow high level access to information about their own affairs.

In some countries censorship is directly imposed by the authorities. In other places editors may have to judge whether to print a story or to approach the censors beyond which they risk the banning of their papers. Sometimes the press is vigorous and able to question the wisdom of the government of the state where it is published. The difference between the frank treatment of foreign news and the circumspection about domestic affairs is often striking.

If the local press is curbed, this may to a certain extent be counterbalanced by the availability of imported newspapers. Outside publications which offend the sensitivities of a regime even in a single paragraph may be banned; often this prohibition applies only to individual issues.

Arab and African governments seem particularly sensitive to what is written about them abroad. This reaction may be heightened by the spread of English and French in Africa and the Middle East, and the speed with which newspapers can be sent by air from Europe. The fact that it was then possible to buy *The Sunday Times* in the street in Nairobi on a Sunday morning explained why the authorities were not disposed to allow the free circulation of the paper's allegations of high level corruption in Kenya in a series of articles two years ago.

Westerners tend to react to the very different state next door, Tanzania, in opposite ways. Either they admire its ideology of African socialism based on self-reliance, or they criticize it as a one-party state. The Tanzanian press is part of the system and as such heavily committed, noticeably in its reporting of white-ruled southern Africa. The press is able to expose corruption and other social and economic shortcomings, but Tanzania's particular socialist road is not questioned in print. Nevertheless, the Dar es Salaam press seems almost the epitome of free speech in Africa.

Iran and Brazil are often bracketed together by critics of repressive régimes. But there is a sharp difference between the degrees of freedom they permit their newspapers. While the Shah allows some discussion and criticism of internal social and economic problems, anything which could be construed as journalistic questioning of his authority would not be tolerated.

So tight are the limits of freedom of expression in Iran that a visitor travelling straight from Tehran to Istanbul by particularly strict rules. In Brazil, allegations of the ill-treatment and torture of dissidents do appear in the papers. Moreover, during the single television broadcast of the Movement of Democratic Brazilians, speakers forcefully attacked the military Government. In an attempt to prevent transmission of the programme, the authorities in June, the speeches and the repercussions, were all reported in detail.

Brazilian editors and their staffs do, however, have reason to caution. In the past newspaper editors have been closed in journalists detained and tortured.

Apart from India, the only standing example in Asia of a country suddenly deprived of a century of a well-established free press is the Philippines. While normal access has been resumed in Manila, the martial law imposed by President Marcos in September 1972 continues.

Until that date, the Philippines had a vigorous political life expressed in the English language during 30 years of American rule. But now, whether the biasness has descended on the once-energetic Manila press

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Ethiopians prisoners of war in their own land

From Laurent Cheumard, Addis Ababa, Sept. 15

Ethiopian regular troops captured during the "liberation" of parts of Ethiopia's Ogaden province were shown to foreign journalists today by the eastern Somali Liberation Front. It was the second trip organized in the Ogaden for journalists.

The 190 Ethiopians, prisoners of war in their own country, are held in a fort in this Ogaden town seized on July 27. A red sand track, crissed by American oil prospectors, provides the only land access from the town of Warder.

All the prisoners were captured around Geladi and Dudub while in retreat, a Front officer said. Some gave themselves up without resistance. They are now herded into the garrison yard under heavy escort. In olive green or khaki uniform, barefoot or wearing American-made black boots, they sit on the ground, some smoking, under the scorching sun.

Many have beards of several weeks and their fine features, dark big eyes and hooked noses clearly indicate they are from Ethiopia's high plateaus. Their nervous guards forbade journalists to speak to them.

There was no evidence that they were ill-treated, although some coughed frequently. "We feel no hatred towards them. We give them courses of political education to rehabilitate them," the officers said.

Asked what their fate would be and whether the International Red Cross had been contacted, he would only say it was up to the front's central committee in Mogadishu to decide.

In the meantime, the Ethiopians are prisoners with virtually no chance of escaping. Any attempt would be tantamount to suicide or slow death. No one in Ogaden except the natives, can hold out more than 24 hours without water or without shoes—the area is covered with vicious thorn bushes.

Besides, the local population, all ethnic Somalis, would cooperate fully in the search—Agence France-Presse.

Zaire President reprieves former minister

Kinshasa, Sept. 15.—President Mobutu today reprieved Mr. Nguzi Kari-Bond, Zaire's former Foreign Minister sentenced to death for high treason earlier this week, the official Zaire news agency reported.

Life imprisonment was commuted to 10 years for Mr. Nguzi, who was accused of withholding from the President advance warning about the invasion of Shaba province by soldiers in neighbouring Angola earlier this year.

Several high ranking Zaire officers and civil servants had also been sentenced to death in connection with the invasion, but it is not known whether sentences have been commuted—Reuter.

SPORT

Golf

Oosterhuis and Faldo keep British spirits up

By Peter Ryde
Golf Correspondent

The United States go into the second day of the Ryder Cup match at Royal Lytham with a lead of two points over Great Britain and Ireland from the fourfoursomes. It is not so much the size of the lead as the way it was obtained that made it a troubling day for the home team.

One of the matches we lost was stolen from us by phenomenal putting, even by American standards, and we let victory slip from us in the halved match. To add to the gloom our top match had lost the last four holes after being one up with five to play.

Into this murky came a ray of sunshine in the form of Oosterhuis and Faldo smiling their way up the 17th fairway. In the lead after having three times been three down, they victory in the third round, came a ray of sunshine in the form of the game in which they have had least success.

Stockton's putting bonanza was the bitterest blow of all to Britain, for he and McGee were playing in the long game. Giving them a five at the eighth where Dawson's approach shot was in the green, the British were out in 32 and maintained their momentum right through to the 15th at which point they were three under par. If it had not been for Stockton's putter the Americans might have been out in the country. A sample of his putts shows 22ft at the fifth to square the match, eight feet at the seventh to avoid two down, 18ft to square again at the eighth. But the lethal thrusts were still to



Barnes and Gallacher close their eyes to the inevitable—a defeat by 7 and 1 against the Americans, Irvin and Wadkins. The British captain, Huggert, sees the funny side if only for a moment.

come, both from Stockton. He holed 20ft and 45ft putts on the 16th and 17th, winning them both. By this time, not surprisingly, Coles had lost the quiet assurance of his long game, and they were fastidiously bowled off the 18th tee. It was especially savage for Dawson in his first match, coming after a painful loss of victory last week. Yesterday he went out and played his best, only to find victory snatched from him once again. Those putts were excruciating, but all the way in the Americans were exhorting themselves from trouble. The British pair must regret not having taken advantage of better tees in the 12th and 13th. In the first instance Dawson putted too far past the hole, and in the second, he pitched a shove strong after his partner's glorious drive to within 20 yards of the green. The northern winds were both there and there unworried in that match.

Oosterhuis and Faldo were to a certain extent left off, and the crucial swing began at the 11th. Here Faldo's drive caught, the bunker, and with the Americans within easy range in two, the British looked like going four down. But Graham, astrophysically missed the green with an eight iron. With Floyd not coming out well from the bunker, they lost the hole to a par five, and were in trouble on the right of the 12th from Floyd's tee shot. Once again that short hole was not without its influence.

A three-wood from Faldo and a two-iron from his partner to the green were instrumental in winning the 14th and 15th and turning the tables. They needed a four for a 37 and, and in doing so they won five holes. Faldo could not have had a more reliable partner, calm and encouraging, with whom to score his first Ryder Cup point.

Wadkins has to learn the hard way

By Levine Mair

One up with five to play, Barnes, Gallacher and Brian Barnes lost to Hale Irvin and James Wadkins on the 17th green. This leading man was a bit what untidy affair with the Americans, only beginning to put good shots back to back over the closing holes—and there was no doubting Barnes's assertion that all four were glad to have the fourfoursomes behind them.

What particularly galled to Barnes yesterday was the fact that he never managed to play himself out of the greenside. He would not have missed that little putt on the 16th—a mistake which left his team two down with two to play—had he been doing all that putting.

Irvin, too, said he doubted if fourfoursomes produced the calibre of golf the crowd wanted to see. "You can't play your own game. You must compromise all the while."

He had enjoyed playing with

Wadkins in that the former Walker Cup player gives ball and match everything he has but, at the same time, he has "to rely in the end on his own skill". In all, Irvin reckoned they made three errors of judgement over the opening holes. The first came at the third where Wadkins reached for his driver at a hole where position was all that mattered—and promptly pushed his ball into loss of grass. His second error came at the sixth, after Irvin had driven into long, dry rough, Wadkins, ignoring the warnings of a lifetime, opted for a wood and sent his ball diving into the cross bunkers.

The last blunder belonged to Irvin, the former United States Open champion in trying to be too greedy from rough on the seventh, hitting his wood on more than 100 yards.

Great Britain and Ireland had made little of all this, arriving on the eighth tee no better placed than all square. They had won the third and the sixth but, at the fourth and fifth, had taken a three to get down from the green.

Still square after 10 holes, Great Britain and Ireland lost the 11th before winning the 12th and 13th to go one ahead. At the 12th Gallacher had struck a glorious one from the heart of the green, but at the 13th, Barnes's tee shot all but made the green.

It was at the next, though, that Barnes made the mistake which felt the Americans cost the home side the match—namely a second putt well wide of the green.

That brought the same back to square and, after Gallacher and Barnes again failed to make the green in two at the next, the Americans had the lead.

British pair trampled by likeable giants

By John Woodcock

To have beaten Nicklaus and Watson, Horton and James would have needed to play the game of their lives. In the event they did nothing of the kind, losing 5 and 4 and looking at no time as though they would make a match of it.

It was at the next, though, that Barnes made the mistake which felt the Americans cost the home side the match—namely a second putt well wide of the green.

played his first shot in the Ryder Cup from under the close scrutiny of possibly the two greatest players in the world; he did it down a marvellous stroke which halved the hole and should have given him great heart. But he was a long putt which missed by a painfully little at the second (Watson held one here from just inside him) and by the fourth, after he had pulled his shot, his face was beginning to glower.

The longest putt hole by the British pair was of three feet. They will usually play better than that. The pair were not to play well. As for Nicklaus and Watson, the pleasure they clearly had from playing with each other was delightful. As they came to every green, side by side, they were warmly cheered. Three Fins, members of the only 18-hole club in the world, had come from Helsinki to watch them. "We are ecstatic on golf," the said—and mad on Nicklaus and Watson.

Scotland recover from morning struggle

Scotland, attempting to win their third consecutive title, were made in the fourfoursomes for a 3-2 lead in the first round of their home international match against Ireland at Hillsborough yesterday. They recovered to win 11-3 overall. England, who had such a struggle to beat the Irish on Wednesday, met their problems in taking a 4-1 advantage over Wales, and they held on to win 9-6.

At one stage Ireland led in all five fourfoursomes, only to see their grip gradually slacken. Cannon, the Irish captain, and O'Brien won the opening two holes in the top match against Brodie and Murray.

I looked like a repeat humiliation for the Scottish Walker Cup pair, who were beaten by Welsh opponents on Wednesday, but they came back to win the fourth. Ireland could have stretched their lead again, but Cannon missed short putts at the fifth and seventh. When O'Brien went for a 20-ft putt at the next, the Scots went ahead for the first time.

Hoey and Pierce were up after six holes against Green and Martin, only to lose the eighth and ninth. England's top pair, McEvoy, the amateur champion,

and Kelley, made a bright start by winning the first three holes against Buckley and McLean. Brodie, a former professional, hooked his tee shot out of bounds at the first. McEvoy scored a 101 for a birdie at the next and McLean pushed his approach shot to the hole at the third.

Brodie and Murray were eventually taken to the last green and Scotland's only other win in the opening two holes in the top match against Brodie and Murray.

McCart and Carslaw, against Dunne and Cleary, also ended all square after the Irish pair had won three holes in four.

England had few problems in their contest. McEvoy and Kelley, who had won four and four victories and Shingler, the English champion, gained his first international success, partnering Godwin to a three and two win over Stevens, the Welsh champion, and Jones.

Downes, England's young hero on Wednesday, could not repeat his performance. He and another youngster, Storr, were beaten on the 16th green by Barry and Brown, giving the Welsh their only triumph of the morning.

Scotland 11, Ireland 3: fourfoursomes. A. Brodie and M. McLean beat J. Cannon and P. O'Brien 3 and 2. G. Dunne and E. Cleary beat M. McCartney and M. Carslaw 3 and 1. J. Shingler and J. Godwin beat J. Storr and P. Barry 3 and 1. D. Downes and J. Kelley beat J. Storr and P. Barry 3 and 1.

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English second pair fight rearguard action to halve

England had to fight all the way to share the spoils in their fourfoursomes with Wales in the second day of the Women's International Golf Championship at Cork yesterday. Wales led a thrilling victory in the top match where Twyn Perkins and Pamela Light beat all the way against Yvonne Marvin and Mary Everard.

Beverly Huke and Muriel Burton scored an easy England win in the first match, but the English second pair of Angela Udell and Julia Greenhalgh had to fight a rearguard action to halve.

Ireland had an impressive 2-1 win over Scotland in the fourfoursomes.

and the top Scottish pair of Catherine Fulton and Muriel Sampson had to win the last three holes to get Scotland their half point.

England 11, Wales 11: fourfoursomes. J. Cannon and P. O'Brien beat J. Storr and P. Barry 3 and 1. G. Dunne and E. Cleary beat M. McCartney and M. Carslaw 3 and 1. J. Shingler and J. Godwin beat J. Storr and P. Barry 3 and 1. D. Downes and J. Kelley beat J. Storr and P. Barry 3 and 1.

Ireland 2, Scotland 1: fourfoursomes. J. Cannon and P. O'Brien beat J. Storr and P. Barry 3 and 1. G. Dunne and E. Cleary beat M. McCartney and M. Carslaw 3 and 1. J. Shingler and J. Godwin beat J. Storr and P. Barry 3 and 1. D. Downes and J. Kelley beat J. Storr and P. Barry 3 and 1.

Rugby Union

Australia allow Ashurst to return to Wigan

Bill Ashurst, the international second row forward who has been in dispute with the Sydney club, Penrith, can play for his former club Wigan again.

Yachting

Courageous heads for another victory

Newport, Sept. 15.—Courageous, the America's Cup defender, was on the way in taking a 2-0 lead today in the best of seven series.

Cricket

Queensland sign Cosier on five-year term

Adelaide, Sept. 15.—Gary Cosier, the Australian Test batsman today signed a five-year contract with the Queensland Cricket Association.

Football

UEFA to discuss St Etienne riot after both clubs claim innocence

By Norman Fox
Football Correspondent

A special meeting of the European Football Union is expected to be held in Zurich this weekend to discuss the consequences of violence before and after the European Cup Winners' Cup match between St Etienne and Manchester United on Wednesday.

Yesterday it was known that 33 people had been injured, including five from Manchester, but it was also clear that neither club felt responsible for the riot.

Under UEFA regulations, the home club usually pays the heaviest penalty for such incidents, but the disciplinary commission has to assess the evidence before deciding whether to fine or suspend players and referees.

One serious aspect of the trouble in St Etienne was that Manchester United officials knew in advance that the supporters would not be segregated in the stadium.

Manchester United supporters, almost all of them, were taken to the local supporters, even outside the grounds.

Yesterday United's secretary, Les Oxley, said: "We have been trying for weeks to be given our own section of the ground. We asked St Etienne if they could accommodate more of our supporters, but they said they did not have police on their terraces."

draw was made. Denis Howell, the Minister for Sport, said that he had requested printed out to UEFA that, unless they accept in Europe the same rigid regulations which we impose in this country, especially so far as the sale of tickets, transport arrangements and the segregation of rival fans are concerned, then the responsibility for disturbances will be theirs.

Mr Howell also said he thought the Manchester United supporters' club would have followed his advice that there should be a package deal, with tickets, travel and food for the match sold together. Tickets were sold only to supporters who could show that they were genuine fans.

There is now a possibility that, for any terrace tickets at Continental grounds lacking the facility to segregate supporters, Mr Oxley said he would advise clubs to avoid trouble with Manchester United supporters. Yesterday they announced that in future they would sell terrace tickets for the Coventry game. This will also apply to games supported by the UEFA Cup matches between Manchester City and Arsenal, Poland and Bohemians of the Republic of Ireland, and Newcastle United. The Bohemians club could be excluded from European competition.

Today's fixtures

THIRD DIVISION: Swindon Town v. Walsley, 7.30. Walsley v. Walsley, 7.30. Walsley v. Walsley, 7.30.

Fourth Division: Southend United v. Walsley, 7.30. Walsley v. Walsley, 7.30. Walsley v. Walsley, 7.30.

Fifth Division: Walsley v. Walsley, 7.30. Walsley v. Walsley, 7.30. Walsley v. Walsley, 7.30.

Sixth Division: Walsley v. Walsley, 7.30. Walsley v. Walsley, 7.30. Walsley v. Walsley, 7.30.

Rugby Union

Japanese find Scots a weighty problem

Japanese XV 16 Scotland 50

Osaka, Japan, Sept. 15.—Powerful running and running by Renwick helped Scotland to an overwhelming victory over a Japanese selection Rugby Union team in the Manazono stadium here today.

Scotland, playing the second match of a three-game tour of Japan, have now scored more than 100 points after their 39-13 win over a Combined Meiji-Waseda University side in Tokyo on Monday.

The Scots, playing before a crowd of 8,000 in this western city, scored seven goals, all converted by Renwick, and two tries.

The Japanese, giving away vital inches and weight to a Scottish scrum, finding no way to break through the end and got their tries for their efforts. But the match indicated clearly that Japanese rugby has a long way to go before it can become a side capable of giving first-class playing teams a hard match.

The Scottish hooker, Fothergill, Gammell and Kullerhead, as well as Renwick, Cranston, Davidson and "Coo" Brown.

The Scottish hooker, Fothergill, was injured in the first half but was replaced by Deans. Scotland won the full Japan side in Tokyo last Sunday.

JAPANESE SELECTION.—The Japanese side was composed of the following players: T. 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By Rex Bellamy
Squash Rackets Correspondent
The International Squash Rackets Federation, who meet from September 20 to 23 in Buffalo, New York, will discuss two particularly difficult topics, both of which threaten the unity of the game's governing body. First, a proposal to expel South Africa is unlikely to achieve a majority. In consequence two or three countries may consider resignation.
Second, the ISRF officials, as in

development, have already been contemplated by a strong body of opinion in the United States (because of a conviction that the interests of the "hardball" game have been neglected) and have been maintained by a mutual desire to obtain at least a semblance of international uniformity.

The federation will also discuss the familiar issue of amateur status and may make a further attempt to devise a definition that will be understood and enforced. The possibility of abolishing distinctions between amateurs and professionals will

Richardson and L. B. Bennett, Minister of External Affairs, will be in Ottawa on Monday, June 10, to meet with the Canadian delegation. The site of the meeting, which will be attended by South African representatives, has been shifted over the border in deference to Canada's policy towards South Africa.

world weightlifting championships will be held in Teteran, the International Weightlifting Federation announced here today.

[illegible]

Jason Giambi 3, Houston Astros 2—M. Kruger (SA) had 2 S. L. Valverde (Arizona) had 2 G. S. A.

[illegible]

...anda leaves the Ferrari team

signed a contract to race with the Brabham-Alfa Romeo team in next year's world Formula 1 championships.

He had decided to change cars should not worry about the other team driver, Carlos Reutemann of Argentina, who should have been available to give him a helping hand.

million dollars it had offered to finance the Brabham-Alfa Romeo team next year. "I have a solidarity pact for the two us", Lapda said. "In the Grand Prix of Italy at Monza last Sunday, it took me a great deal of time and contract with the Brabham-Alfa Romeo to put and end controversy over his departure from Ferrari."

Record Choice, 55-1 Belle-Affiance, Movalonga Baby, My Tara, Rasqueds, Realms Court, 17 ran.

TOPE Win, 24p; places, 16p, 35p, 34p, dual forecast, 22.35. N. Cecil. at Newmarket, Nk. 1'21.

1 Le Dauphin S. Parr (7-1) 3
2 ALSO RAN: 3-1 Great Escape (4th);
3 R-1 The Old Pretender, 14-1 Princess
Isabella, 50-1 Cayphoon, 7 ran.
TOTE Wm. 32p; places, 16p, 14p;
dual forecast, 35p. D. Gandolfo, 31
Wantage, II, 2'1. Whirlow Green did

Bluffer E. Hilde 14-3 2
Therapoon P. Eddery 115-8 fav. 3
ALSO RAN: 7-2 Snack Time 14th,
8-1 Mummy in 3 ran.
TOTE: Win. 5sp. forecast. £5.18. P.
Robinson, at Newmarket. 1st. 2nd.

Boxing

challenger in f

Young, the number two world heavyweight contender gained a unanimous decision over the veteran Jody Balkard.

two seconds before the bell sounded to end the fifth round. Zanon was counted out after the bell. A left-right combination to the head a half minute earlier had

2. 20lb. Blue (H. 11-12). 16-1 Royal Face. 33-1
 Catch The Boy (H. 11-12). 16-1. 7 Face. 7
 TOPE: Win. 5dp; places, 22dp. 17p:
 Proper forecast. 50p P. Robinson at 11-1
 Newmarket. 11-1. 8.

ALSO RAN: 23 Shell Out, 11-1; 24 Sharp Pad, 16-1 Scotsman Ice, 20-1 Bowling Green, Suelown 1-111, 50-1 St Paddy's Gift, Fery Duchess, 11 ran.

TOTE: Win, 61p; places, 21p, 8p. 11p; dual bet, £20.17, 8p. Cecil

3-8-6 C. Hildebrand (9-4), 1
Snowboard C. Starker (8-11 fav, 2
Victim Money W. Carson (4-1), 3
ALSO RAN: 14-1 Le Pretendant
(1st), 20-1 Swallow H.W. 5 ran.
TOTAL: Wm. Jlp. forecast. 666, C.

Badminton

to lead side
against Engla

decision over his fellow countryman Stan Ward. Lyle, ranked number three in the WBC, indicted Ward's first defeat.

England: D. Talbot; 1. berland; 2. Trogell; (G shire); E. Sutton (Staffordshire); 1. Williams; 2. Smith; 3. Jones.

Figure 1. The effect of the concentration of the *Agaricus bisporus* spores on the growth of *Agaricus bisporus* on the substrate. The concentration of the spores was 10⁴ spores/g (A), 10⁵ spores/g (B), 10⁶ spores/g (C), 10⁷ spores/g (D), 10⁸ spores/g (E), 10⁹ spores/g (F), 10¹⁰ spores/g (G), 10¹¹ spores/g (H), 10¹² spores/g (I), 10¹³ spores/g (J), 10¹⁴ spores/g (K), 10¹⁵ spores/g (L), 10¹⁶ spores/g (M), 10¹⁷ spores/g (N), 10¹⁸ spores/g (O), 10¹⁹ spores/g (P), 10²⁰ spores/g (Q), 10²¹ spores/g (R), 10²² spores/g (S), 10²³ spores/g (T), 10²⁴ spores/g (U), 10²⁵ spores/g (V), 10²⁶ spores/g (W), 10²⁷ spores/g (X), 10²⁸ spores/g (Y), 10²⁹ spores/g (Z), 10³⁰ spores/g (AA), 10³¹ spores/g (AB), 10³² spores/g (AC), 10³³ spores/g (AD), 10³⁴ spores/g (AE), 10³⁵ spores/g (AF), 10³⁶ spores/g (AG), 10³⁷ spores/g (AH), 10³⁸ spores/g (AI), 10³⁹ spores/g (AJ), 10⁴⁰ spores/g (AK), 10⁴¹ spores/g (AL), 10⁴² spores/g (AM), 10⁴³ spores/g (AN), 10⁴⁴ spores/g (AO), 10⁴⁵ spores/g (AP), 10⁴⁶ spores/g (AQ), 10⁴⁷ spores/g (AR), 10⁴⁸ spores/g (AS), 10⁴⁹ spores/g (AT), 10⁵⁰ spores/g (AU), 10⁵¹ spores/g (AV), 10⁵² spores/g (AW), 10⁵³ spores/g (AX), 10⁵⁴ spores/g (AY), 10⁵⁵ spores/g (AZ), 10⁵⁶ spores/g (BA), 10⁵⁷ spores/g (BB), 10⁵⁸ spores/g (BC), 10⁵⁹ spores/g (BD), 10⁶⁰ spores/g (BE), 10⁶¹ spores/g (BF), 10⁶² spores/g (BG), 10⁶³ spores/g (BH), 10⁶⁴ spores/g (BI), 10⁶⁵ spores/g (BJ), 10⁶⁶ spores/g (BK), 10⁶⁷ spores/g (BL), 10⁶⁸ spores/g (BM), 10⁶⁹ spores/g (BN), 10⁷⁰ spores/g (BO), 10⁷¹ spores/g (BP), 10⁷² spores/g (BQ), 10⁷³ spores/g (BR), 10⁷⁴ spores/g (BS), 10⁷⁵ spores/g (BT), 10⁷⁶ spores/g (BU), 10⁷⁷ spores/g (BV), 10⁷⁸ spores/g (BW), 10⁷⁹ spores/g (BX), 10⁸⁰ spores/g (BY), 10⁸¹ spores/g (BZ), 10⁸² spores/g (CA), 10⁸³ spores/g (CB), 10⁸⁴ spores/g (CC), 10⁸⁵ spores/g (CD), 10⁸⁶ spores/g (CE), 10⁸⁷ spores/g (CF), 10⁸⁸ spores/g (CG), 10⁸⁹ spores/g (CH), 10⁹⁰ spores/g (CI), 10⁹¹ spores/g (CJ), 10⁹² spores/g (CK), 10⁹³ spores/g (CL), 10⁹⁴ spores/g (CM), 10⁹⁵ spores/g (CN), 10⁹⁶ spores/g (CO), 10⁹⁷ spores/g (CP), 10⁹⁸ spores/g (CQ), 10⁹⁹ spores/g (CR), 10¹⁰⁰ spores/g (CS), 10¹⁰¹ spores/g (CT), 10¹⁰² spores/g (CU), 10¹⁰³ spores/g (CV), 10¹⁰⁴ spores/g (CW), 10¹⁰⁵ spores/g (CX), 10¹⁰⁶ spores/g (CY), 10¹⁰⁷ spores/g (CZ), 10¹⁰⁸ spores/g (DA), 10¹⁰⁹ spores/g (DB), 10¹¹⁰ spores/g (DC), 10¹¹¹ spores/g (DD), 10¹¹² spores/g (DE), 10¹¹³ spores/g (DF), 10¹¹⁴ spores/g (DG), 10¹¹⁵ spores/g (DH), 10¹¹⁶ spores/g (DI), 10¹¹⁷ spores/g (DJ), 10¹¹⁸ spores/g (DK), 10¹¹⁹ spores/g (DL), 10¹²⁰ spores/g (DM), 10¹²¹ spores/g (DN), 10¹²² spores/g (DO), 10¹²³ spores/g (DP), 10¹²⁴ spores/g (DQ), 10¹²⁵ spores/g (DR), 10¹²⁶ spores/g (DS), 10¹²⁷ spores/g (DT), 10¹²⁸ spores/g (DU), 10¹²⁹ spores/g (DV), 10¹³⁰ spores/g (DW), 10¹³¹ spores/g (DX), 10¹³² spores/g (DY), 10¹³³ spores/g (DZ), 10¹³⁴ spores/g (EA), 10¹³⁵ spores/g (EB), 10¹³⁶ spores/g (EC), 10¹³⁷ spores/g (ED), 10¹³⁸ spores/g (EE), 10¹³⁹ spores/g (EF), 10¹⁴⁰ spores/g (EG), 10¹⁴¹ spores/g (EH), 10¹⁴² spores/g (EI), 10¹⁴³ spores/g (EJ), 10¹⁴⁴ spores/g (EK), 10¹⁴⁵ spores/g (EL), 10¹⁴⁶ spores/g (EM), 10¹⁴⁷ spores/g (EN), 10¹⁴⁸ spores/g (EO), 10¹⁴⁹ spores/g (EP), 10¹⁵⁰ spores/g (EQ), 10¹⁵¹ spores/g (ER), 10¹⁵² spores/g (ES), 10¹⁵³ spores/g (ET), 10¹⁵⁴ spores/g (EU), 10¹⁵⁵ spores/g (EV), 10¹⁵⁶ spores/g (EW), 10¹⁵⁷ spores/g (EX), 10¹⁵⁸ spores/g (EY), 10¹⁵⁹ spores/g (EZ), 10¹⁶⁰ spores/g (FA), 10¹⁶¹ spores/g (FB), 10¹⁶² spores/g (FC), 10¹⁶³ spores/g (FD), 10¹⁶⁴ spores/g (FE), 10¹⁶⁵ spores/g (FF), 10¹⁶⁶ spores/g (FG), 10¹⁶⁷ spores/g (FH), 10¹⁶⁸ spores/g (FI), 10¹⁶⁹ spores/g (FJ), 10¹⁷⁰ spores/g (FK), 10¹⁷¹ spores/g (FL), 10¹⁷² spores/g (FM), 10¹⁷³ spores/g (FN), 10¹⁷⁴ spores/g (FO), 10¹⁷⁵ spores/g (FP), 10¹⁷⁶ spores/g (FQ), 10¹⁷⁷ spores/g (FR), 10¹⁷⁸ spores/g (FS), 10¹⁷⁹ spores/g (FT), 10¹⁸⁰ spores/g (FU), 10¹⁸¹ spores/g (FV), 10¹⁸² spores/g (FW), 10¹⁸³ spores/g (FX), 10¹⁸⁴ spores/g (FY), 10¹⁸⁵ spores/g (FZ), 10¹⁸⁶ spores/g (GA), 10¹⁸⁷ spores/g (GB), 10¹⁸⁸ spores/g (GC), 10¹⁸⁹ spores/g (GD), 10¹⁹⁰ spores/g (GE), 10¹⁹¹ spores/g (GF), 10¹⁹² spores/g (GG), 10¹⁹³ spores/g (GH), 10¹⁹⁴ spores/g (GI), 10¹⁹⁵ spores/g (GJ), 10¹⁹⁶ spores/g (GK), 10¹⁹⁷ spores/g (GL), 10¹⁹⁸ spores/g (GM), 10¹⁹⁹ spores/g (GN), 10²⁰⁰ spores/g (GO), 10²⁰¹ spores/g (GP), 10²⁰² spores/g (GQ), 10²⁰³ spores/g (GR), 10²⁰⁴ spores/g (GS), 10²⁰⁵ spores/g (GT), 10²⁰⁶ spores/g (GU), 10²⁰⁷ spores/g (GV), 10²⁰⁸ spores/g (GW), 10²⁰⁹ spores/g (GX), 10²¹⁰ spores/g (GY), 10²¹¹ spores/g (GZ), 10²¹² spores/g (HA), 10²¹³ spores/g (HB), 10²¹⁴ spores/g (HC), 10²¹⁵ spores/g (HD), 10²¹⁶ spores/g (HE), 10²¹⁷ spores/g (HF), 10²¹⁸ spores/g (HG), 10²¹⁹ spores/g (HH), 10²²⁰ spores/g (HI), 10²²¹ spores/g (HJ), 10²²² spores/g (HK), 10²²³ spores/g (HL), 10²²⁴ spores/g (HM), 10²²⁵ spores/g (HN), 10²²⁶ spores/g (HO), 10²²⁷ spores/g (HP), 10²²⁸ spores/g (HQ), 10²²⁹ spores/g (HR), 10²³⁰ spores/g (HS), 10²³¹ spores/g (HT), 10²³² spores/g (HU), 10<

South Africa is unlikely to achieve a majority. In consequence two or three countries may consider resignation.

Second, the ISRF officers, as it

separate organization. Such a development has already been contemplated by a strong body of opinion in North America itself (because of a conviction that the

The federation will also discuss the familiar issue of amateur status and may make a further attempt to devise a definition that

The ISRF amateur championships for teams and individuals are now in progress in Canada. It is customary for the ISRF to meet in conjunction with the championships.

in deference to Canada's policy towards South Africa.

against

letters 2; Kansas City Royals 4; Oakland Athletics 1; Minnesota Twins 7; Cincinnati Reds 1; Texas Rangers 2; California Angels 1; Los Angeles Dodgers 1; Seattle Mariners 3; New York Yankees 2; Boston Red Sox 0.
NATIONAL LEAGUE: New York Mets

Guide to productivity in the office: 5

A worm's eye view of the pecking order

by Alan Hamilton

I am an Extremely Unimportant Person at The Times. Any visitor to my work area can see at a glance that I have no status, situated as I am in the undefined middle of a large room with only a regulation desk and chair, with no definable boundaries to my territory, and no desk ornament save a gluepot and a gaudy yellow ashtray advertising an obscure Italian liqueur, stolen from some forgotten pub countless drinks ago.

Slightly less Unimportant Persons have desks around the edge, next to a partition which defines at least one side of their territory; it also allows them to stick avant garde postcards on the wall, accumulate important looking piles of books and paper, and in one particularly fortunate case, decorate an entire wall with pictures of Guy the Gorilla.

There is a yawning gap between the grade and the next, the Quite Important Persons. Hard work, long service, or a kindly patron has brought them that great prize, a window: they inhabit the outer edge of the floor, screened from us rubble by a cordoned sanitarium of partitions, protected from invasion by defensive works

of bookcases and filing cabinets, behind which they may tend their pot plants and give hushed dictation to their secretaries.

Fairly Important Persons rate a work area of their own, enclosed by ceiling-high glass screens, designed like a greenhouse presumably to force their budding talents. Very Important Persons, whose talents have come into full bloom, have solid walls through which the commoners may not peep, and the Extremely Important Person has not only his own office, with solid walls, but curtains on the window. I can see it is going to be a long haul to the top.

Beyond my own little world there are the Persons From Another Galaxy, who are rumoured to live on the seventh floor in a world of panoramic views, thick-pile carpets, and coffee cups with saucers. I once knew a man whose brother had been there, and he spoke of framed pictures on the wall and china ashtrays, with no advertisements on them.

The man who has made it generally likes people to know he has made it by his comfortable surroundings: it makes his success tangible. The man who has not made it, but would like to, likes people to think he is on the way to making it by having a workplace that is

marginally superior to that of his equals.

The slow trend towards open-plan offices has meant a subtle change of rules in the office status game. Hidden away in his own room or in a room with only a handful of others—his status symbol—he could feel protected by a slight air of mystery about what he actually did. Out in the open, visible from all sides, the worker is naked, unprotected and, like the stripper who removes the last veil, devoid of all mystery.

The number of executives who really need a private office is few, although all will insist that it is a necessity. There are exceptions, as for example in the case of solicitors, but the occasional need for confidentiality in most jobs can be overcome by interview rooms. The main attraction of a private office is that it enables a man to hide; it is difficult to measure his competence when he is shut up in a box.

Private offices can sometimes cause resentment among other staff, as the latter naturally thinks that the occupant is skulking and shirking. Scandinavians, Germans, and Americans are apparently much happier to work in open-plan offices than the English.

Moving from private to open office means an instant loss of status—and an instant attempt to recapture it. Workers ask for screens, to give them privacy, and large desks to make them look and feel important; if they have screens they might as well forget about the big desk, as no one will be able to see it.

A secretary spends the greater part of her day chained to her tabletop, and the considerate employer will spend more on a decent chair for her than on one for himself. She will then feel a Quite Important Person, and will be less inclined to leave for a job in a furniture shop.

But most secretaries have to put up with a great deal less, and their efforts to provide themselves with a little status become more important, although the question of position seems to bother men more than women. In a large office, the girls will vie to see who has the largest collection of postcards from exotic holiday resorts. If all the others keep their lists of telephone numbers in a top drawer, one will produce a showy desk-top card index. If all the others use the office ballpoints, one will brandish a blatantly novel pen.

But playing with partitions, bigger desks and more luxurious displays of plants is only tinkering with the question. Real status comes from the intangibles, the things that other workers cannot see, the benefits that allow the employee to sit back in his second-hand utility-model chair, put his feet on his pocket-handkerchief desk with the drawers that will not lock, and wear the smug smile that says: "Well, of course, my desk is of no importance when I have an expense account, a company car, a key to the executive toilet, a subsidized holiday, and a birdie three at the fourteenth when the old man took seven to chip out of the bunker."

Desire for status from the worker's environment can only mean that he is doing a job that is giving him something less than total satisfaction, or that his employer is not sufficiently sensitive to appreciate him as a person, or make him aware of his personal contribution to the organization's output.

Status, in short, should come from the job, and not from where it is done. And it is up to the employer to make the worker appreciate the worth of what he is doing. And if his job is of no particular worth, he should not be doing it.

Although an Extremely Unimportant Person at The Times, I am not quite at the bottom of the ladder. There is a group of untouchables beneath me who have to make their own tea.

Paper chase to nowhere

order, and sat back with a private sigh of admiration. Sir Arnold was so positive. And so rich.

Morris, of marketing, received the memo three weeks later, after it had lain in the bottom of his in-tray under a pile of memos (40 copies to all members of the department) about the testing of the fire alarms. He groaned and dispatched memos to all heads of department passing on Sir Arnold's instructions and suggesting the setting up of a committee. The old man's gone potty, he muttered to himself.

Two months later, after Morris had received a number of encouraging memos back, the Paper Abolition Investigation Ad Hoc Committee held its first meeting, and achieved outstanding results; there was unanimous agreement on which staff should receive copies of the minutes. Morris felt he was getting somewhere, even if it was in the wrong direction.

Potter of purchasing was particularly helpful. "It's awfully important," he said at a subsequent meeting, that everyone knows what we are doing, and can refer back to our proceedings. And I think Mr Ricketty of records should have a copy of our minutes; he likes to have a complete record of everything."

After six meetings Morris felt it was time to report to Sir Arnold. He dictated a memo: "I am pleased to report that we have had six meetings; agendas are regularly sent to all members and heads of department,

and minutes are circulated to all interested parties. We have produced three reports, and have sent copies to all members of staff above junior temporary filing clerk level."

When he received the memo Sir Arnold exploded, an act which caused Miss Spellworthy both admiration at his dynamism and dismay that any sudden rise in the chairman's blood pressure might prematurely cut off the regular renewals of her wardrobe and jewelry case.

"Get that fool Morris in here at once," he bellowed. The hapless Morris shuffled in. "Glad to see you, old chap," said the chairman affably, momentarily forgetting the purpose of the visit in the pleasure of meeting this employee face to face for the first time. "Tell me, Morris, what's your actual job down there in marketing?"

Morris fumbled and mumbled. "I, er, collate the figures of percentage penetration performance of our major competitors in the South American market, sir. Then I write up a monthly report and send it to you, sir. That's what I do, sir."

Morris said weakly. Sir Arnold turned such a rubound hue of ire that Miss Spellworthy discreetly consulted her telephone book for the number of the cardiac arrest unit. "Do you know what are you?" the chairman roared. "You are nothing but a creature of useless paper. Report? Report? Oh yes; dashed thing. Never read it; load of poppycock."

Throw it in the bin. Rubbish, my boy, expensive rubbish. "But... but your predecessor requested it specially," stammered the unfortunate Morris. "And I have never received a memorandum instructing me to do so."

From that moment Sir Arnold took personal responsibility for the abolition of paper. He swept through the office like a tornado, opening filing cabinets and personally throwing their contents away, because none of his subordinates would take responsibility for throwing anything out, in case they got into trouble for it.

Encouraged by Miss Spellworthy, of whom he thought not all his staff were necessarily crooked or stupid, and abolished all vouchers and order forms for the acquisition of supplies, deciding that if someone did appropriate the occasional pad of paper or typewriter ribbon, its replacement would cost a great deal less than all

continued on page 13

Time for more than lip service in training

by Lynda King Taylor

Mark Twain said "Training is everything... cauliflower is nothing but cabbage with a college education."

Training itself is often defined as an agent of change in the sense that its only purpose is to change levels of knowledge, understanding, skills or attitudes, and sometimes all four at once if one reads the propaganda from the various training institutes.

Training within the office environment, either company or external, but still too little is done for lower-office levels. A secretary joins a company and it is assumed that she has received her maximum training before being recruited, whereas a manager is assumed to warrant his career development from the day he joins.

It is sad to speak to office staff who have been with a company for 10 years, and have received very little training. Just as career structures within offices are limited, so are accompanying training programmes which often start at supervisor level.

Yet there is much evidence that employees offered the opportunity to grow and learn in their jobs are much more motivated and productive than their counterparts who have been left out at

levels of experience and authority and companies use a variety of approaches depending on the individual concerned.

At a senior level companies like ICI and GEC have used the "cascade" approach in which senior managers learn together, possibly with an external visiting tutor. Subsequently, either individually or in pairs, the senior managers cover the same material with groups of their own subordinates. Not only is the material learnt more thoroughly but at each level it can be related to the local situation.

The building societies and newspaper publishers have used widely a "vertical" or "diagonal" approach involving selected groups. People at different levels within a department or across departments come together to try out their skills. This form of training ought to be preceded by "horizontal" groups in which people of similar level can learn and, where necessary, make mistakes without incurring risk.

One of the fears that tutors usually have to overcome when supervising training programmes is the self-consciousness of the trainee. All too often individuals are frightened of being exposed for how little they know and withdraw. The use of the "horizontal" approach helps to overcome this.

Another principle is "learn today—use tomorrow". Training must ensure that those who attend can

see clearly an early and practical application. In the Barrow Hepburn Group, the cascade approach has been used jointly with the learn today—use tomorrow principle, and it has been very successful in its tanneries.

Here, line managers have to work together with their respective work groups, discussing the theory and subsequently resolving the controversies of its practical application within the operation.

It is better to spread a subject across a period, say one day a month, than to concentrate it so much that application follows very much later.

EM training courses are an organization offering courses at all office levels and they are very strict on the learn today—use tomorrow rule. Their courses have been used by a wide selection of companies—from the British Tourist Authority to Caterpillar Tractor from Mac Fisheries to Cyprus Airways.

The first question they ask on courses, whether it be to senior managers, or delegates on their "using the telephone effectively" course is "what have you come for?" and at the completion of the training "identify key tasks that you are going to do differently."

All too often an individual is sent on a course by an enthusiastic personal officer, but when that delegate

returns little changes. He cannot apply what he has learnt in any practical manner, mainly because others had not been subjected to the change programme.

When this happens it can be said that the hoped-for increase in productivity and effectiveness desired after any training does not occur and the individual can be even more frustrated. After a training course there is usually increased motivation and a greater awareness on the part of the trainee.

Unless there is a debriefing after the course, when the trainee discusses with his peers and superiors how to put to best use the effort and how to apply the new skills and training in practice, then the programme has been a waste of time.

The Industrial Society in London gives many of its office courses on the learn through doing principle, where training needs to incorporate practical applications on the job itself.

Often those attending these courses, whether external or in-company, find there is participation within the training itself. The delegates contribute to the learning process at each stage rather than only through questions. The society often suggests that after a course the delegate's performance should be evaluated and this provides an opportunity to assess, monitor and extend the training.

All too often the training needs of the individual are

mismatched against the needs of the organization; when this occurs training becomes less than half the employees' aspiration, and more than half the company's disappointment.

Given the earlier provisos there is no doubt that training, when allied to practical application, will lead to increased productivity.

The market is crowded with a variety of training programmes—Pera, BACIE, IPM, BIM, IAM, and various management centres around the country. The industrial training boards alone offer several hundred different types of training. Overall, the range goes from selection testing to negotiating techniques and inter-personal skills.

The universities' provision is more complex with, for example, Brunel offering matrix management and applied creativity workshops and the London Business School featuring the role of the internal consultant, and applications of behavioural science.

TOPS courses, run by the Training Services Agency, supply basic training in business arithmetic, electronic calculators and shorthand. The Work Research Unit brings shop stewards and managers from the same company together to discuss new forms of work organization with emphasis on behaviour rather than technology.

"Training is everything", Twain said... but not in isolation.

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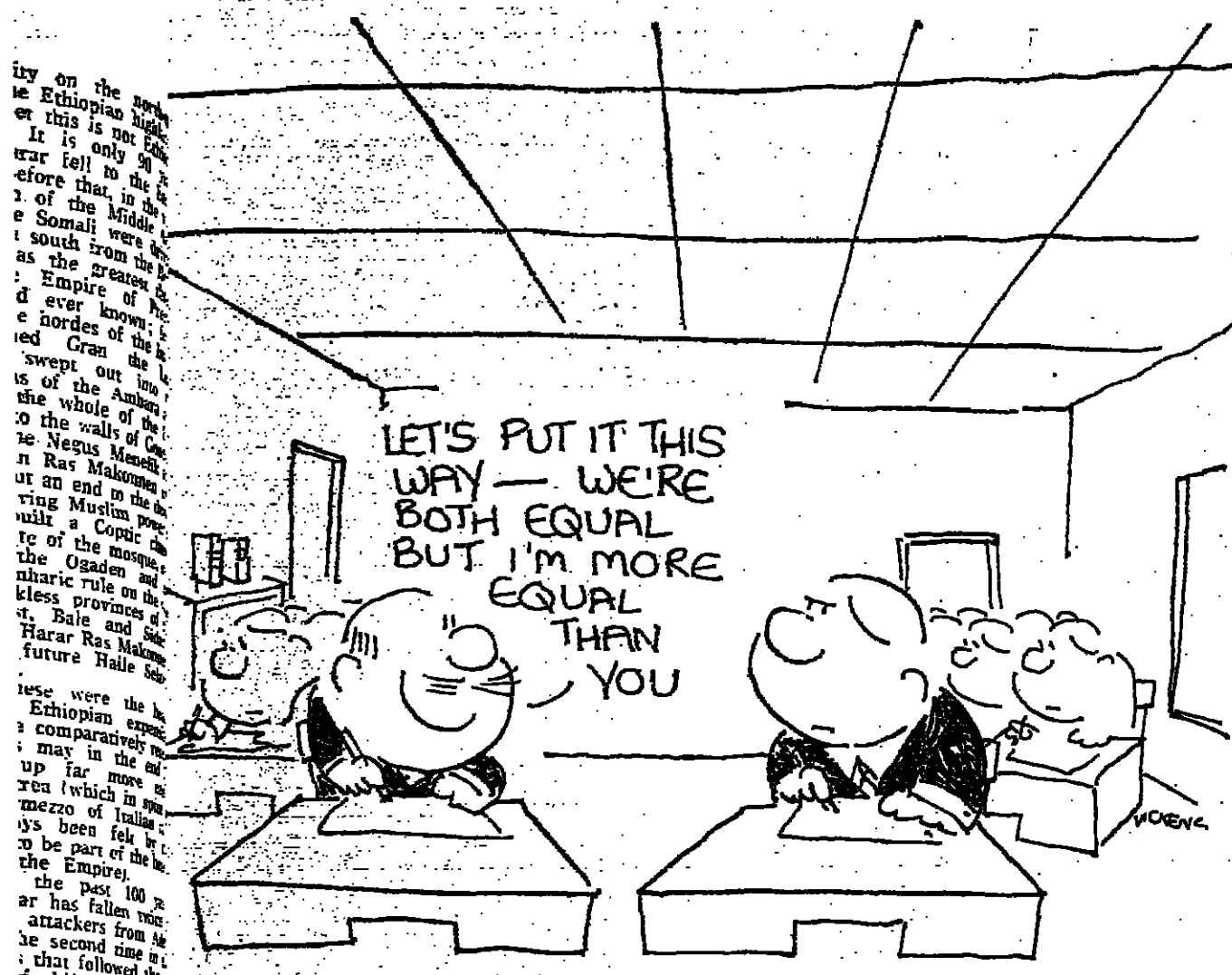
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Silicon wafers encourage taste for computers

by Pearce Wright

Not long ago there were occasional lighthearted references along the lines "have you heard about the manufacturer who is expanding into a smaller factory to make microelectronic components?" It occurred as the electronics industry went through the second of its dramatic revolutions which started with the transistor and then moved to the invention of a process for etching on to a postage stamp-sized piece of silicon all the components for the complete circuits necessary for miniature electronic instruments.

There are many reasons to

cringe about the slightly pejorative attitude towards microelectronics technology because that sector of industry is overturning some of the most cherished conventions of its bigger brothers in computer data processing and telecommunications.

For the microelectronics companies have shown how the costs of introducing computers into a business organization can be drastically cut. It is only five or six years ago that the installation of a computer was the symbol of a big commercial enterprise.

Today there is hardly an enterprise too small at least to entertain the idea of improving efficiency or directly raising productivity by using a fully fledged

computer. The equipment concerned would involve the new generation of microcomputers which are sending a shock wave through the computer data processing and office equipment industries.

This new device is not surprisingly an offspring of the microelectronics manufacturers who have developed methods for imprinting the necessary circuits for a programmable computer on to their wafers of silicon.

What this means is that for the saving of the cost of half a man-year of clerical effort, a prospective computer user can obtain a computer system equivalent in power to one that would have cost £20,000 or more five years ago.

Like all such attractive

statements, however, things are not quite as simple as that. To begin with the microcomputer comes from a different stable than the larger computer data processing system provided by established suppliers such as ICL, IBM, Univac, Honeywell, Burroughs and so on. Over the years these companies have devised various methods of programming machines that are available to the customer.

This service is not free, and much of the cost comes from continuing refinements being made by the manufacturer in improving the efficiency of his programming systems. The microcomputer is clearly a long way behind in this service and there is

no clear indication when improvements will be made uniformly across the industry.

Indeed, one of the most eminent computer scientists, Professor Edgar Dijkstra, maintained at a recent international conference that the microprocessor has meant a great leap backwards of 25 years in programming technology.

He was particularly scathing of details he had seen of information distributed by a group in the United States known as the Home Brew Computer Club, most of whose 2,500 members are computer specialists.

This group has started the first part of a network of microcomputers interlinked over the public telecommunications network for exchange-

ing quickly their "home brewed" software packages. One of the pioneers of this movement is Mr. Adam Osborne, from Berkeley, California, whose book, *Introduction to Microcomputers*, blazed the trail for the latest electronic revolution.

Understandably, some of the more conservative experts in computers see the present state of the microcomputer market as bringing near-anarchy to the data processing business. The difference of opinion lies in the fact that the manufacturer of the microelectronic device, coining a complete computer processor, is not restricted to the world of data processing for his customers.

The components he makes are going into electronic

controls for cars, telephones, machine tools, washing machines and a whole range of other industrial and domestic equipment.

The range of manufacturers offering microcomputers and ancillary equipment is not yet on the same scale in Britain as in America, but the trend is well advanced: though it seems unlikely that same early enthusiasm will

develop in the level of using microcomputers in the home. Whereas the use of a computer at home was rare even in America three years ago, the current issue of the computer magazine *Datamation* estimates there are now more than 20,000. The proportion for most of these is clearly being done by a computer require an

In principle the microcomputer system can be harnessed to accountancy, inventory and payroll operations or for design calculations as effectively as its much bigger cousins. In addition, large organizations can use microprocessor systems for data processing at branch offices, on construction sites and for mobile work.

In practice it is this second group of computer users who appear to be making more use of the microcomputer rather than the small company using this device to become a first-time computer user.

To a large extent this reflects the fact that the sort of jobs to be done by a computer require an

understanding of programming skills whatever the machine size, and the existing experienced data processing manager is more likely to see how best to exploit the microcomputer to advantage.

This brief dip into the realm of the "micro" suggests there is a rather chaotic state of affairs prevailing. In fact a degree of order is beginning to emerge through groups like Computer Analysts and Programmers, one of the largest computer software houses that has established a special company CAP-Microsoft, specializing in the programming of microelectronic devices.

The author is Science Editor, The Times.

The importance of being reduced to pulp

by N. S. Smith and M. J. Davies

The whole commercial world is dependent on paper. Since the introduction of paper-making into Western Europe in the fifteenth century, the material has come to be a basic necessity for almost all businesses.

Think of the multitudinous uses for paper, in all its various forms, in your own organization, then imagine the chaos that would ensue if its production or distribution were to be disrupted. Companies both large and small would suffer, regardless of how advanced their systems. Even computers would be of little use without the continuous stream of paper on which to print the results of their innumerable calculations.

Why then has paper become such a vital part of commercial life? The prime functions of any office require the handling, processing, recording, and storing for future retrieval (either short or long term) of information which affects the organization of which the office is part. Paper fulfils the requirements of all these functions and, to date, no other material has been developed which can offer all its many advantages.

Rapidly rising costs in recent years have required companies to devise and use systems which allow managers and office workers to improve their productivity, so they can handle and process the enormously increased amounts of information flowing internally and between organizations. Paper, in one or other of its forms, plays a crucial part in almost all such systems.

The complexity and advance of the stationary systems employed by companies vary widely, depending on a number of factors, including in many instances the size of the organization itself. Thus, many smaller companies make use of one or more of the proprietary total package systems designed and produced by the major stationery system suppliers. Examples of the areas which may be covered by such systems are: wages and salaries, purchase ledger, invoicing, sales ledger and so on.

Larger companies may employ one of the several loose-leaf systems which are available, but often they will design for themselves the way in which the system is used.

Larger companies again may completely design their own paper work and stationary systems. Many such companies now have organization and methods departments, whose functions include the investigation of the need for new paperwork systems, and the design of the forms which are required.

Alternatively, the assistance of outside consultants may be sought. The use of a loose-leaf system may be well suited to some instances, although it is probably more common for forms to be designed and printed for each specific task.

One type of system which is applicable to businesses of all sizes is charting. A wide variety of planners, programmers and charts is produced, which is able to meet most individual needs, whether for production scheduling or recording staff holidays.

No matter whether the stationary system used in an office is a proprietary package or a custom-designed form, it is vital that its use is integrated with that of other systems within the organization. Thus, when deciding on a paperwork system, it is important to consider the types of copying which are available, and which type will prove to be most cost-effective. The use of carbon paper interleafed between forms, copysystems using the more recently developed pressure-sensitive carbonless papers, ink stencil duplicating, hectographic duplicating and photocopying must all be examined.

In the same way, the movement of paperwork around and through the offices must also be taken into consideration. Careful planning with the aid of flow diagrams can help to eliminate blockages within the system, and the office layout can be designed to give a free progressive work flow. In this area, the assistance of office planning consultants may be required, and such companies may also help in the design and layout of individual work stations in order to make the most efficient use of clerical time.

Another area which must receive careful thought is that of filing. Although the waste-paper basket is considered by many to be the finest filing system of all, it has the limitation that retrieval of the information is difficult on the day that the paper is filed, and normally impossible on the next.

A sound filing system is the backbone of every business, whether large or small, and the efficiency of the system must be judged by the time taken to retrieve a document when required. When considering the choice of filing system, thought must be given to many factors, among them the frequency with which reference will be made to a document, the number of people who may need to refer to it, and the space available for the system.

Only when these various factors have been evaluated, can choices be made, for example, between local and centralized filing, between suspension and lateral filing, or between current and archival filing, in order to use effectively both space and staff.

Consideration must also be given as to how supplies of the various items of stationery will be obtained. The responsibility for this normally falls on the office manager of the buyer, although in small companies it may be a secretary or even the office junior who ensures that the correct stationery is available when required.

The sources of supply available to a business vary with the buying power of the organization. Buying direct from the manufacturer shows price advantages for the largest consumers, but most medium-sized companies find it preferable to negotiate terms with a major distributor.

Arrangements may cover the supply not only of basic stationery items, but also office furniture and machines. This method of purchasing offers distinct advantages to the buyer, for it ensures a continuity of supply, allows given contract rates to be maintained even if requirements vary from month to month, and provides the services of a trained representative when required.

The authors are on the staff of Ryman.

by Olive Borrell

Few things exercise the human mind more than trying to discover a secret. Children play the secrets game almost from the time they learn to walk. Adults, in one way or another, continue to play it until they are too feeble to care.

To a child, however, a secret is a secret, or as Chambers Twentieth Century Dictionary would have it—"kept back from knowledge of others". Nothing could be simpler or more explicit, until, that is, secrets become a feature in the lives of the so-called more mature members of the species.

Then secrets may be shared, but still kept secret from selected others. In other words, they have to become classified so that some secrets become top secret, while others merely become confidential.

Not surprisingly, secrets, the keeping of them and their discovery, has become a world-wide multi-million pound business. On the international and political level literally thousands of men and women are employed on safeguarding secrets while as many, if not more, are busy trying to find them out.

In industry and commerce the secrets business is no less active. Industrial espionage agents thrive on keeping counter-industrial espionage agents on their toes.

But are many of these so-called secrets really worth protecting? Two distinct forms of secrecy exist in commerce and industry. The first, the protection of trading secrets from competitors, is an obvious precaution in a competitive society. The second is the almost indefensible "industry" of compiling confidential information about one's employees. This has become known as the middle-management disease.

The chairman of a company and the lowliest of office boys probably never give each other a fleeting thought, and certainly do not exercise their minds or waste their time compiling reports about each other. But the man in the middle, who often does a less productive job than either of

the other two, feels it is necessary that his opinions of his fellow members of staff should be recorded for... for what?

Does it really help a company to sell nuts and bolts or lollipops to have confidential reports on Joe Bloggs who gambles his wages away or spends more time with his mistress than he does with his wife? If these activities impeded the growth or operation of the company surely it would be more expedient and less costly to tell him to concentrate more on his work?

The filing cabinet in the boss's office in many factories and offices has become more of a bogeyman than the boss himself in the eyes of many people.

One man I know became so anxious to discover what the boss thought of him, and so frustrated because he could not find out, that he married the boss's secretary. His plans were foiled, however, because he had overlooked an office rule that two from the same family could not work in the same department. So she was moved to another job.

The ludicrous thing about protecting office trivia and personal files is that everyone knows where they are kept—in the filing cabinet. If it is kept locked the key is often to be found in the boss's desk drawer, which can usually be opened with a kick or a bent pin.

One executive I know, who enjoys penning obituaries of his living staff, confided recently that he had hit on a novel way of protecting his confidential files. He gives his secretary the key to the cabinet every night to take home.

On the other hand some information necessary for the successful trading of a business or organization needs to be classified as secret and protected. Company finances and development plans are an integral part of competitive commerce and need to be safeguarded with the same care as an employer would protect his premises from fire or theft. To be outsmarted by one's competitors because of a leakage of confidential information can prove as disastrous financially as the total loss of one's factory or office by fire.

How then can company secrets be protected? Without expensive gadgetry, locks

Two elementary rules for your firm's security



A security officer has seen something suspicious on a closed-circuit television monitor covering the 30-acre site of Hawker Siddeley Aviation at Kingston and is using the Multitone system to page a patrolman.

and safes, there are two elementary rules to follow.

First, ensure that the staff employed in these sensitive areas are trustworthy and reliable. The war-time slogan "Careless talk costs lives" can be modified to "Careless talk costs jobs". Secretaries need to be more than just efficient shorthand typists and coffee makers. Above these qualities they must be discreet and loyal.

Secretaries are the first target listed for attack in the commercial spy's manual. Many of these people work as freelancers and can earn anything up to £30,000 a year

by discovering and trading secrets with competing firms.

By the simple ploy of chatting up the secretary and developing a relationship with her, many spies can get a company out of secrets without even having to step inside the office. They need only to find out where she lunches each day, or whether she enjoys a drink in the local pub before going home in the evening, to strike up a casual friendship which ultimately leads to an unguarded indiscretion.

The other basic rule is to involve the company's security officer in protecting information. Often, experi-

enced men, many with long status within the organization.

His function, however, is pointless unless he is taken into the confidence of senior management. He does not need to know the company secrets, but he does need to know where they are kept and who is entitled to have access to them and know the value of the information.

For too long the security officer has been regarded in most offices as a necessary evil, someone who has to be employed if only to keep the insurance companies happy and the premiums from rising.

Greater use of his skills and talents would not only make him a more acceptable member of the staff, but would upgrade his

status within the organization.

His function, however, is pointless unless he is taken into the confidence of senior management. He does not need to know the company secrets, but he does need to know where they are kept and who is entitled to have access to them and know the value of the information.

In the same way as it is a waste of time having a car and not knowing how to drive, it is a waste of time having a security officer if his skill is not used.

The author is Crime Correspondent, The Times.

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The search for that one firm spot

by Eva Roman

About 2,000 years ago, Archimedes said: "Give me but one firm spot on which to stand and I will move the earth". One may well ask: "What has that to do with office productivity?" But before any improvements can be made some firm ground, metaphorically speaking, must be found to stand upon—a place to start building.

So many schemes today begin to crumble because the foundations have proved inadequate. Time spent on these foundations will be repaid many times over. For office productivity to remain cost-effective in today's economic circumstances must be kept at an acceptable level.

Before any thought can be given to change, a thorough study must be made of who at present does what, and why; and above all, of whether communications and human relations are as effective as they should be.

Many companies operate fragmentary systems, each section or department carrying out its own activities, with little or no knowledge or regard for other departments. This often leads to a duplication of effort, materials and equipment.

The trouble is usually rooted in the management not looking at the problem as a whole—particularly when reorganization is the obvious answer—but tending to try to sort out little areas at a time. This is a mistake which can lead to innumerable problems, since by uncovering and solving one fault, countless others can come to light.

Management can attempt to solve the problems and improve the inefficient wastage by itself but the results of such an attempt are usually mixed. Unless the company employs an O (organization and method) consultant who takes the human factor into

account, the exercise can be abortive.

For example, the successful sales manager's ability to lead a sales team stems from his personal experience, because he, too, was (and no doubt remains) a first-class salesman, but he has no direct practical experience to fall back on when it comes to encouraging output from secretaries. Most managers are in this position. Does it matter? It certainly does if one is to justify high and rising secretarial costs.

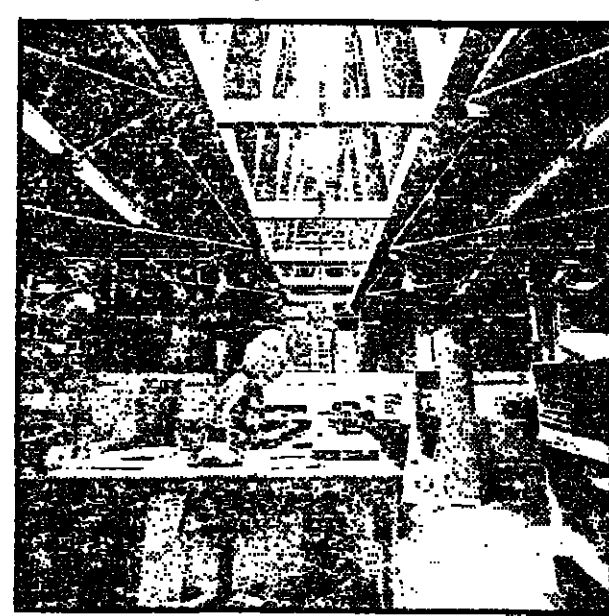
Problems may arise through managers having to share secretarial support with one or more colleagues instead of enjoying the exclusive attention of a personal assistant. Whatever one's reaction to the change, few organizations can still afford the expensive luxury of one secretary for each executive—or, for that matter, ever really needed to.

Consultants can often spot big faults

Consultants are often in a better position to pinpoint any major or minor faults which stop the organization from enjoying a fully operational and cost effective office environment. But management should first make sure that this is an area with which the consultant or specialist is familiar and of which he possesses the right experience.

Having investigated the market for the best possible help, the cost must be established, as it might take a long time to recoup the initial outlay, particularly if the exercise cuts up time in lengthy research.

I feel that the specialists called in to work on an improvement scheme should not stay in the company a moment longer than is strictly necessary. It is to



Habitat's Wallingford office is set square in the middle of the warehouse.

unwilling to help in another area if the need arises. One often hears people say, "That's not my job", though they are sitting with nothing to do while their colleagues are snowed under with work. This often occurs where secretarial work is concerned and means that the work flow is uneven or possibly that people need to be redeployed to more productive routines.

The most common fault one finds in these watertight departments is overstaffing. In one firm I and my colleagues investigated we found 17 departments employing 17 juniors who all trooped to the post room at 4 pm to deliver letters ready for posting.

Another wasteful area is that of the clerk-typist. Many of these people are supplied with a typewriter which they probably use for only a small part of the working day. In a department employing perhaps five of this grade, it is wasteful to have five electric machines where one would suffice.

The telephone is another source of diminished office productivity. Unattended instruments during certain times of the day could mean loss of customers who lose patience when they experience continual difficulty in getting through to the appropriate people.

I think it is likely that there is scope for improved efficiency at reduced running costs in many organizations that are unaware of the possibilities. Even during the past couple of years of economic stringency, which have seen management redundancies and company after company cutting back on advertising and management training budgets (the standard short-term recipe for economy but long-term recipe for loss of business), so much money has been wasted on inefficient deployment of office staff.

This is the area where economies should be made.

Staff turnover runs at high cost

Margaret Diamond

Office costs have been the number one worry with British managers over the past few years. It is easy to see why. You have strikes, or production difficulties, or raw material costs and occasional barriers with the Price Commission to add about, you tend not to find out about who at headquarters is stealing the points.

When you are operating a survival economy, the inevitable, nebulous administrative efficiency costs to go by the board. It is contrary to what one expects at a time when costs are high. Large in itself, the cost of administrative efficiency is a small part of the total. Companies have some complaint about the effect of the average cost of the average cost.

Wages control has had a significant impact. The growing unionization of clerical workers has made it more difficult for managers to brace themselves for a good administrative clean out. The success of computers in effecting substantial administrative savings diverts attention from studying further potential for reducing costs in clerical areas.

Above all, inflation, and the expectation of inflation, has an insidious impact on feelings about rising costs. It makes it more difficult for a manager to work out how much of his increasing office overhead is inevitable because of general rises, and how much could be pruned. The management consultant, Bader Hamlyn Fry, estimates that the average British office that has not had a cost-cutting exercise for some years will have an overcapacity level of between a fifth and a third. It is overcapacity rather than wastage because the answer

is not necessarily to cut costs ruthlessly, but to seek ways to improve the product, or service, within the same overall budget.

Staff turnover in clerical areas is high—and increasingly expensive. To recruit an average clerical worker these days is estimated to cost between 15 and 20 per cent of the employee's annual salary. One area of cost elimination, which is also directly related to quality of service, is to be careful in the choice of staff.

The introduction of the Employment Protection Act provides new pitfalls for the unwary employer. Losing good trained staff, or being stuck with useless staff you cannot get rid of, is an expensive business. There is a science developing to aid recruitment and keeping of employees. Job enrichment programmes are part and parcel of any attempts to improve office effectiveness.

At a more basic level, the control of paperwork can lead to tangible savings in expenditure. Most companies operate filing systems on a lavish scale—far more than is necessary. It is estimated that a fifth of office area is taken up in the non-productive process of storing paper. That figure is high in cost terms if one bears in mind that office rents in the City of London average about £15 or £16 a sq ft a year, and can rise to £20 or more.

Paperwork is something to be regarded ruthlessly, according to most management consultants. For a start, the price of paper has more than doubled in the past five years. Many offices indulge in overfilling. They duplicate the same piece of information many times and include it in complicated systems for cross reference. Memorandum-writing is an epidemic in some offices. Ever-lengthening lists of names to whom letters or documents have to be sent for inspection or comment is the most obvious symptom of the disease. People can resent it, when quite suddenly, their names are removed from these lists. Others hardly notice it, so snowed under are they with paperwork.

The Rank Xerox machine is an innovation which has aided office procedures over

the past decade. It is, however, one of the main factors in enlarging the mountain of paperwork and filing.

It is all too easy for a clerk or secretary to print more copies than necessary—and the extra copies are incorporated into the system. Copying machines, useful as they are, can be expensive if there are no controls on usage. Some commonsense, if nothing else, can be introduced, such as requiring employees to clock in the number of copies taken and showing where they are going. One Xerox copy costs 5p, but the amount per unit falls as the number of copies increases; but even taking an average of six copies per item the cost works out to nearly 4p a piece.

Those are disciplines that the average office manager can, if he has the will and the incentive, impose on his staff. Sometimes, however, a more thoroughgoing look at office systems by outside consultants is needed to re-direct work in more profitable or productive directions. What do workers think they do all day? Most clerical employees are hard-pressed to say exactly how they fill seven hours a day in the office. It may be easy to point out that there are too many workers for the amount of work available in a day, but work-flows in an office may be heavy at certain peak times of the day or week.

To cut the number of employees in this case would quite clearly be detrimental to the overall effectiveness of the business. Other work—licking stamps or filling envelopes—can be produced during slack periods. This sort of operation does not necessarily cut costs, but it can lead to higher productivity.

The moment of truth for many offices comes when they consider introducing a computer. In order to avoid replacement chaos a review of office systems is a frequent and necessary prelude to computerization. It is not unknown for a company to find that the operations for which it thought it needed a computer could be done on ordinary calculators, once its age-old office procedures had been streamlined out.

Paper chase to nowhere

continued from page 11

these forms. He abolished clocking-in among his employees, taking the view that if he employed supervisors to supervise his staff, they ought to be supervising the staff getting to work on time.

He bonned all memoranda warning of fire alarm tests, sold the copying machine and gathered all the staff together in the canteen one day to tell them that if they had anything to tell each other, they were to use the powers of human speech. He contemplated cancelling his order for *The Times* and ringing up the editor each morning to ask him what was going on in the world, but decided against it on the ground that it would be difficult to remember all the crossword clues.

Meanwhile, having gone through his office with a fine toothcomb, he found that 26 members of his staff were fully employed in producing unnecessary paper; he made them all salesmen and sent them out on the road.

Everyone in the office who wanted to write a report about anything had to come and tell Sir Arnold personally first; reports of longer than one page were forbid-

den, and anyone who wanted to do the circulation list of any reports or minutes had to come and tell Sir Arnold why they thought they should receive them.

"Human contact", rumbled Sir Arnold delightedly to Miss Spellworthy one day. "That's what we want."

Miss Spellworthy gave him an old-fashioned look, but knew what he meant. Office productivity went up, and costs went down. With so much less paper to deal with, Miss Spellworthy had much more time on her hands, and on Sir Arnold's knee.

His advances became more daring, and he threw caution to the winds; but he failed to notice that with the mountains of reports, minutes and memoranda now vanished from his desk, he could be seen through the partition by Bilton of bought ledger, who was feeling resentful and unwanted now that he had no more forms to fill in.

One day Miss Spellworthy arrived for work and was astonished to find a memorandum, smudged and ill-typed, tucked in the dial of her telephone. It read: "My wife has found out everything. You are fired."

A. H.

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A message to the moderate majority: post early for freedom

Bernard Levin

It is time for me to mark the card once again for the AUEW elections at present going on, and for which ballot papers must be in the hands of the scrutineers by September 29 at the latest; in view of the fact that among the posts being contested is that of president, from which office Mr. Hugh Scoulson is to retire in October 1978, as well as those of two national officers, the importance of a good turnout by the moderate, but too often inactive, majority can hardly be exaggerated.

First, however, there is a vote going on in another union altogether which is, if anything, more important than the elections in the AUEW. Indeed, the ballot in the Civil and Public Services Association is probably the most crucial union vote there has been in this country since the battle in the AUEW itself over the introduction into direct organization of direct postal ballots. For this is exactly what the members of the CPUSA are being asked to decide: whether they want such postal votes for the election of their president, their vice-presidents and their national executive committee.

Recent events in the CPUSA have been enormously heartening for those in its ranks (and indeed in other unions) who are struggling to ensure that it is run by people who represent the majority of its members, and in the interests of all its members, instead of being run by people who represent only a tiny fraction of the membership, in the interests of such organizations as the Socialist Workers Party and the

CP. A group of moderate activists, clearly organized with very great skill and determination, led the fight at this year's annual conference (and, more particularly, at the branch meetings at which delegates for it were selected) and were rewarded by a sweeping victory for moderate policies, and the election of a large moderate majority for the new NEC and other constituent bodies of the union (including its TUC delegation). Now, the moderate-controlled executive has launched a referendum among the whole membership, in the form of a direct postal ballot, to ask whether the members want such voting in future for all their principal officers.

This referendum, under the rules of the CPUSA, will not itself be binding; the decision will rest with a specially-convened conference to take place in November, so it is of the utmost importance that the delegates for this conference, who will be chosen at branch meetings, should be truly representative of the membership, which means that moderate members must attend the branch meetings at which the delegates will be elected.

Now, the significance of the delegates-elections is this: there is in the recent history of my own union, the NUJ, an example of the way in which the left will ignore any decision by the majority that does not suit their own purposes, and it is worth relating, for the benefit of any members of the CPUSA who may be thinking that they provided they vote in their referendum for postal elections they will have done enough. A national postal

referendum of the NUJ was held in 1971 to determine whether the members wanted the union to be registered under the Industrial Relations Act. An enormous majority of those voting (roughly two to one) decided that they did want to be registered; indeed, the left-dominated annual delegate meeting (which, constitutionally, had the power to decide the matter) promptly deregistered the union.

Anyway, the voting-papers for the CPUSA have now gone out; members are invited to vote for or against the following proposition: "The NEC are recommending to a conference of the Association, convened for the sole purpose of revising the Rules and Constitution of the CPUSA, that a system of individual voting should be introduced for the election of the President, Vice President and the National Executive Committee. The final decision on the National Executive Committee's proposals will be made by the Rules Revision Conference but members are being invited through this advisory referendum to show whether they support or oppose the principle of key Association elections being based on individual balloting."

The CPUSA ballot papers must be in the hands of the scrutineers (the address is on them) by, at latest, noon on October 14, and I urge all those in the association who want their union to pursue policies desired by its members

ship as a whole to vote Yes, believe and want, and to elect to important union positions candidates representing policies which the majority author. What I object to, therefore, is not that small groups in some unions elect candidates of whom I disapprove, and pursue objectives which I deplore, but that they do these things contrary to the wishes of the majority, and usually the very great majority, of their members. And they know it; which is why the left is so strongly opposed to postal voting in the CPUSA as it was in the AUEW.

It is worth repeating again, I think, before I turn to the important point that the left do when writing about union elections, and indeed, when working within my own union along the same lines). Of course, I would like to see unions of all kinds in this country pursuing moderate policies which, while seeking the greatest possible benefit for their members, also had regard to the general needs of the country. But I do not necessarily expect any trade unionist to share my views, though I know that many in fact do. But the important point is that the unions' policies, and leaders, be they of the right or the left, should be what and whom most of the members want. If the CPUSA or the AUEW want to elect Trotskyist or Brezhnevists to their leadership, and to seek the nationalization of everything in this country, so be it; I should deplore such attitudes, but I should not complain that the unions had no right to hold them.

But the scandal to which I have so often drawn attention lies in the fact that, because most members of most unions do not attend branch meetings, the activists of the left, who most ardently do, are able to pass resolutions quite contrary to what the majority

believe and want, and to elect to important union positions candidates representing policies which the majority author. What I object to, therefore, is not that small groups in some unions elect candidates of whom I disapprove, and pursue objectives which I deplore, but that they do these things contrary to the wishes of the majority, and usually the very great majority, of their members. And they know it; which is why the left is so strongly opposed to postal voting in the CPUSA as it was in the AUEW.

Fortunately, the AUEW now elects most of its chief officials and representatives (though not, alas, the members of its vital national committee) by direct postal ballot, and that is the system being used in all the current contests.

Most important of these is for a new president. There are ten candidates (so a "run-off" second ballot may be required later), but only two of them have a real chance. The main weight of the left will be thrown behind R. W. Wright, who is not a Communist, though when he was on the union's executive followed the CP line; the CP will be exerting all its efforts on his behalf. His principal opponent, the candidate of the moderate right, is Terry Duffy, who overwhelm- ingly defeated Wright in a contest for a seat on the executive. (Wright was also heavily defeated when he ran against John Boyd for general secretary, but he later won a contest for assistant general secretary, which victory enabled him

to retain his credibility as a candidate for this election.)

In addition, two seats on the national executive are being filled at this election. In Division 3 there is a struggle between the moderate Harold Richards and the left-wing (though not Communist) Jim Murray. In Division 5, the only member of the CP still on the union's executive, Les Dixon, is opposed by two candidates of whom Edward Scriven is the more likely to bring about a moderate victory.

Next, there are two national officers' posts to be filled. One of the contests is a second-round ballot between John Byrne, a very experienced moderate, and Ron Halverson, a member of the Communist Party (prominent in the campaign at the TUC to have AUEW's votes cast against the pay policy). The other is effectively between L. Smith, on the left, and Ted Young for the moderates.

In addition, there is a long list of other local and regional offices to be filled, but these are the most important ones. I hope there will be moderate victories all round, especially in the election for president. So do go to the polls to elect the moderate majority. But I hope even more strongly that, however members vote, they vote in large numbers. If the price of liberty is eternal vigilance, some misers may think it too high, but surely few would say so much about putting a cross on a ballot-paper and posting it.

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Dr José Martínez de Hoz

Why the army will hold on in Argentina

Dr José Martínez de Hoz, the Argentine Minister of Economy, is said by many to be the second most influential man in the country, after General Videla, the military leader. He is a vigorous defender of the military regime, and that he sees ample justification for its approach to human rights.

In an interview in London this week, he admitted that the armed forces had been "run down" by the military regime, and that people had been disappearing in Argentina, often as victims of private and terrorist groups. But he maintained that the military was a defensible reaction to the terrorism of the Montoneros and other, whom he accused of beginning the cycle of violence in Argentina at the end of the 1960s.

His position was that the government was defending 25 million inhabitants of Argentina against a small minority of people who were carrying out murders and kidnappings.

Dr Martínez de Hoz is a small, active and rather intense man with the manner of a university professor. He is Professor of Agrarian Law at the University of Buenos Aires, though this is not the first time he has ventured into politics. He is now the man mainly responsible for the economic policies of the military government, and its attempt to recover from the chaos which reigned when it took over in March, 1976.

The policies have been strictly orthodox—sharp reductions in government spending, tight control on wages, and letting prices rise. They have resulted in a drop of about 50 per cent in real earnings power for many Argentines. But Dr Martínez de Hoz said confidently that the country was now well on the way to recovery. "The Argentine economy had a remarkable capacity to bounce back from a situation of crisis," he said.

Inflation, which had been running at a rate of 920 per cent a year when the armed forces took over, has now fallen to about 120 per cent. He expected to see it go below 100 per cent, but not before next year, when he wanted to have a balanced budget. The budget deficit had been reduced from 12.5 per cent of the gross domestic product in 1975 to an estimated 10 per cent for this year. Domestic production had picked up again after dropping in 1975 and 1976—particularly agricultural production, which had hit a record low in 1975. The balance of payments was back in the black. These are the figures that Dr Martínez de Hoz has been talking with him on visits to Britain and other foreign countries. He also points out that Argentina is now 85 per cent self-sufficient in oil, and that it hopes to be totally self-sufficient by 1985, provided it can persuade inter-

national and national oil companies to invest about \$10,000 million. These days, however, human rights in Argentina have become a matter of international concern. In his interview with me he laid his main emphasis on the need to fight back against terrorism. But he also admitted that the situation was not so bad as it was made out to be: that there was no persecution of anyone because of his political beliefs, for instance, and that there was no anti-Semitism.

He added that the whole situation was now coming back to normality, and that the government was reducing the activities of the small private groups which had been taking matters into their own hands. He hoped that in the next few months the whole problem would have disappeared. "The difficulty was that it was not possible to bring things under control overnight, and that this was hard to understand from abroad."

Dr Martínez de Hoz traces Argentina's problems with terrorism back to the activities of the Montoneros and the People's Revolutionary Army (ERP), which he accuses Perón of having encouraged. He refuses to classify these groups as leftist, but says that they are more like anarchists or nihilists, with no positive programme.

He notes that many members came from middle-class uppers, and suggests that they may have been like American students of the time of the Vietnam War, suffering from frustration and influenced by Marcuse.

He denies that the turbulence of Argentina in recent years is anything to do with having tried to build a social system, or the failure of the House of Congress to pass a law on the forms. Argentina, he told me, was one of the countries with the greatest social mobility in the world. The land-owning class had lost its power with universal suffrage, and the industrial sector was too divided to form a powerful bloc. In Argentina, he maintained, it was the trade unions, who had been given wealth and power by Perón.

What of the future, I asked? Would there be a return to civilian government? The "imperialism" of a "Vichy" mentality, he said, was not to repeat the errors of the past 20 years or so, and the recurring cycles of military and civilian government. The trouble, in his view, was that the political parties had failed to keep in touch with the people of the country, with the result that the congress had lost prestige. What was needed was "republican representative government". But this needed defining, and it would take a bit of time.

Peter Strafford

Mary Bell: the risk and the remedy

Public disquiet about the escape of Mary Bell has led to renewed demands that there should be a special category of prisoners who should never be considered for release from the full security of prison. This suggestion is based partly on the emotional response provoked by horrific killings and partly on recognition of the difficulty of predicting whether a released killer will repeat his or her offence.

Mentally abnormal killers fall into three broad categories. A few are so mentally disturbed or retarded that they have no conception of right and wrong, and they need lifelong custodial care in a secure hospital. Others kill as a result of delusions caused by an illness, such as schizophrenia, which may be amenable to treatment. Most, however, are psychopathic offenders—men and women whose mental abnormality is primarily a personality disorder.

Psychopaths may be highly intelligent and have many attractive features, but they seem not to feel remorse and to be unable to learn from experience. Some psychopaths may respond to sympathetic care, but there is no specific drug of psychotherapy for their mental abnormality. In the present state of medical knowledge there is no prospect of "curing" psychopathy. The best that can be hoped for is a gradual, spontaneous approach to normality. Faced with such an individual convicted of murder or manslaughter, how can a psy-

chiatrist predict the likelihood that he or she will kill again if released from prison?

The opinions of prison staff, the past record, the nature of the offences and the quality of any violence used—all may help in the formation of an assessment, but in the end the decision has to be based on a prediction of future behaviour.

Shortly before his recent death, the eminent forensic psychiatrist Dr Peter Scott suggested that two basic questions should be asked in any attempt to assess the dangerousness of a prisoner. First, is he capable of compassionate feelings: is he able to feel sympathy with potential victims or is he so egotistic or so indoctrinated or so influenced or damaged that such feelings are absent or lastingly obscured? Second, is he capable of learning by experience? That might come close to begging the question "is he going to do it again?" but the question is central to his likely response to circumstances which might arouse passions.

What degree of risk should the authorities take on behalf of the public? Any system which allows the release of offenders who have killed must recognize the inevitability that one in every 50—or every 1,000—will commit further violence. No amount of psychiatric assessment can do better than predict the chances, and the very fact that they have killed once puts such offenders into a high-risk category. The level of risk that is acceptable to society is essentially a political decision, but there will always be a few prisoners who will fail the tests—simply because extreme degrees of psychopathy are amenable to neither treatment nor spontaneous cure.

Dr Tony Smith
Medical Correspondent

Can Mr Lynch break the deadlock?

Dublin
Last autumn, soon after it became clear that the Irish and British governments would be publicly contesting allegations before a European court, an English official was trying to convince journalists that Anglo-Irish relations could still remain viable. "If you think things are bad now," he said, "imagine what they could be like if Finiana Fall was in power."

Three months ago, to the severe disappointment of many British ministers, his casual prediction became a reality and Jack Lynch returned to the office which he left in 1973 with the most overwhelming victory recorded in Irish electoral history. The unprecedented size of his majority was graphically demonstrated when Parliament resumed work and many of his new deputies were forced to huddle on the narrow space because of lack of space on the cramped government benches.

Apart from economic and other domestic factors, Irish commentators have subsequently interpreted the landslide as showing that voters were anxious for a change from the comfortably pro-British policies of the previous coalition. Support for this conclusion is provided by private remarks of some of the new deputies, many of whom could be remotely classed as supporters of the IRA. "We may not believe that a united Ireland can happen immediately, or even within 10 years," said one middle-aged businessman. "But we would hate to think that the idea had been forgotten completely."

After a brief honeymoon which has been rigorously respected by both sides (the Irish government has studiously avoided any comment on the recent controversial royal visit to Ulster), the crucial test for the new relationship will take place in London on September 28 when Mr Callaghan and Mr Lynch are due to hold their first formal



Mr Callaghan and Mr Lynch: mutual respect.



talks since the changeover. The summit has already generated considerable excitement on both sides of the border, and is being heralded as the most important meeting between the two heads of government since the ill-fated Sunningdale Conference in December, 1973.

Underlying the anticipation is the knowledge that, for the first time in four years, the governments of the United Kingdom and Ireland differ fundamentally in their basic approach to the continuing Ulster crisis. With a long tradition of republicanism dating back to the birth of the Irish State, Finiana Fall is publicly committed to demanding a long-term declaration of British intent to get out of Northern Ireland. It is a view which many observers have found scarcely distinguishable from that of the Provisional IRA.

The key to the new Irish government's views and aspirations towards the North is contained in a policy statement

first released on October 29, 1975, and subsequently subject to a number of different interpretations. The document, which has lately become essential reading for British officials, states in one section:

"A central aim of Finiana Fall policy is to secure, by peaceful means, the unity and independence of Ireland as a democratic republic. We totally reject the use of force as a means of achieving this aim."

Finiana Fall calls on the British Government to "facilitate the unity and independence of Ireland by agreement, in independence and in a harmonious relationship between the two islands, and, to this end, to declare Britain's commitment to implement an agreed withdrawal from her involvement in the six counties of Northern Ireland; (b) Enter into an agreement guaranteeing appropriate financial support for a specified period to enable the transition to take place under stable economic conditions."

The text goes on to elaborate the plan which has long been favoured by British Government sources and with considerable hostility by politicians' representatives. The success or failure of the document on the extent to which Mr Lynch is prepared to water down these demands, and to which Mr Callaghan is prepared to sit back and listen to Irish declarations of republicanism without overreacting, will be a common effort for the scenic countryside of county Cork, where Mr Callaghan often spends his holidays. But eight years of continuous violence have hardened attitudes in Ulster, and created the political background against which the encounter will take place.

As well as being pressured by the extreme republican wing of his own party, the affable Mr Callaghan is also being championed by Roman Catholic politicians in Ulster as the one man to break the present political deadlock and persuade the British to launch a new initiative. On the other hand, Mr Callaghan is keenly aware of the valuable parliamentary cooperation he is now receiving from Unionist MPs and will be unwilling to permit their sensibilities by permitting even a whiff of Irish intransigence in Ulster affairs.

On top of this, conflicting mass of local ingredients. President Carter's historic White House statement has recently been added to the point. Anglo-Irish diplomatic relations are being strained by the prospect of the summit, one showed Irish politician commented: "For all meetings usually bore me stiff, but I would give a lot to be a fly on that particular Downing Street wall."

Christopher Walker



The sharks on land are more fearful than those at sea.

The fisherfolk of Kanyakumari, Southern India, are caught in a vicious stranglehold of rising debts and falling catches. Money-borrowing, an entrenched and necessary part of the way of life, is frequently at the interest rate of 300% yearly for many borrowers.

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OXFAM WEEK 24th September to 1st October

An instant epic from the horse's mouth

George Ward, the managing director of that processing firm, Grumwick, is hard work. He is a book about his barn with the unions, to be called, appropriately, *Fort Grumwick*.

He is putting together a manuscript running to some 60,000 words which the independent firm of Maurice Temple Smith is to publish as a rush job.

"The normal gestation period for a book is between that of a human being and an elephant—nine to 18 months," said Mr Temple Smith. "I reckon we can do it in between four to six months."

Mr Ward approached me just a few weeks ago and he wanted to write his own account of the Grumwick affair. Now I've got him under contract and he is due to deliver his manuscript this week. I have got a printer lined up to do it and we expect to publish before Christmas.

Mr Temple Smith who, on average, publishes 20 books a year and, politically, regards himself as an uncommitted publisher, found himself sympathetic towards Mr Ward when I spoke to him.

"Whether you agree with him or not, I'm sure the human being at the time," he said. "And he is the only real personality to emerge from what has happened. What he has to

says comes from the horse's mouth. It will be an essential social document—and a good seller."

Hot air. Euro-style

Once upon a time, when I was a mere PHS-ette in fact, and spent much of my time reporting the affairs of the European Parliament, I remember that members of that august establishment complained frequently about the poor attendance of the EEC Commissioners—Sir Christopher Smeades was renowned for the length of his lunch hours.

Now, it would seem, the boot is on the other foot. At yesterday's proceedings in Luxembourg, the Commissioner for Social Affairs, prevented on behalf of the Commission that far too many members who had put down questions to him and his colleagues were absent from the chamber.

Points of order, I am told, flew in all directions (there being no capacity at Westminster for "from side to side") and a bitter wrangle developed between Sir Derek Walker-Smith (UK, Con) and Will Hamilton (UK, Lab) over differing conventions in the House of Commons when Ministers were to be absent from questions that they had tabled to Ministers.

Wittily, Emilio Colombo, the president of the Parliament,

said that members were using up as much oxygen as they were time (he has obviously never seen Mr Bill Foot at Westminster). Differences, I am happy to report, were forgotten in the members' bar later, though there was still one notable absence.

Studio nuclear blasts

An unusual exercise in audience participation at ATV House in London yesterday turned into an embarrassing dogfight between a group of anti-nuclear persons from Cumbria and two from the Atomic Energy Authority.

The fight unwittingly arranged by Colin Shindler, the bright young producer of ATV's new children's game, *Raven*, which starts on Monday, *Raven* is a young lad who finds himself involved in a battle between the Government, which wants to bury poisonous waste in some underground caves, and a professor who traces signs there of Arthurian civilisation.

The democratic Mr Shindler invited his audience to a preview of the first episode so that both sides in the nuclear debate now going on for real at Windscale could ensure him of the accuracy and impartiality of the series.

Unfortunately the moment the credits stopped rolling Mr Shindler found himself rebuffed by an unfortunate exchange of views which had nothing to do

with his delightful programme, but plenty to do with Windscale.

Peter Vey, an important media person from theAEA, who was speaking before an announcement from the National Aeronautics and Space Administration in America that its electronic composition *Sirius* is to be flown into space as a "symbolic gesture".

NASA has announced that the piece, which was commissioned by the West German government at Germany's official gift to the United States for the 1976 Bicentenary, will be included on the first space shuttle flight in 1980. But NASA has not yet expanded on the matter.

Robert Sloover, Mr Stock

Weeding out the ha from chat

My man on the West Coast (you know what I mean) has a mind that American television is used only for the replays of those Hollywood bits of your youth (he knows what I mean) like *The Maltese Falcon* and *More*. However, the Los Angeles station KTTV is now airing a well deserved kick at the year of the mutant of modern TV, the chat show.

As a riposte, KTTV has come up with the daily *Fernwood 2 Night*, the deceptively winsome host of which, Barth Gimbale (as in Martin Mull), sits on a tatty studio couch and introduces a

string of local Fernwood nonentities, with the object of entangling them, the audience and himself in self-spoken confusion and insult.

Devised by Norman Lear, the adaptor for American television of many British comedy series, *Fernwood 2 Night* relies not only on Mr Mull's deft bumbling but upon a string of superb character actors. Musical accompaniment is by the utterly execratable Happy Kyme and the Mirthmakers (as in Frank the Pug, that distinguished comedian and director and arranger).

Fernwood, by the way, is meant to be fictitious and in Ohio. It bears no relation (truly) to any of LA's beautiful, downtown suburbs.

Musical mind over matter

Karlheinz Stockhausen, the eminent German avant-garde composer, is perplexed by an announcement from the National Aeronautics and Space Administration in America that its electronic composition *Sirius* is to be flown into space as a "symbolic gesture".

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hausen's agent told me: "We are still in the dark about this. There are no plans (as far as we know) to broadcast the work beyond the solar system or back to earth. The only thing we can think of is that it will be taken up for the enjoyment of the astronauts."

It seems not to have occurred to either of them that NASA might have ordered the "symbolic" removal of the controversial piece from Earth because no one here likes it. Or am I being too cynical?

Further cuts feared as steel demand stays low

By Peter Hill

Britain's steel industry faces further cuts in production in the next few months as a result of the low levels of demand in the United Kingdom and overseas.

Latest production figures issued jointly by the British Steel Corporation and the British Independent Steel Producers' Association provided a further indication of the recession which has gripped the industry and which shows no sign of disappearing.

United Kingdom production last month averaged 371,900 tonnes a week and showed little change from either the July figure or from the levels of August last year.

Output last month was affected by annual holidays and the joint statement noted that production was restricted at BSC and private sector plants in Sheffield and Wales and at BSC works in Scotland.

Average weekly production actually showed a small rise in August compared with July although it was substantially down on a seasonally adjusted basis. But the August output levels were well down on the production achieved in January when output amounted to 449,900 tonnes on a weekly average basis.

Over the first eight months of this year United Kingdom production amounted to an average of 397,700 tonnes, which represented a 6.5 per cent drop on the levels achieved in the corresponding period of last year.

But industry experts see no early signs of any significant improvement. Although some destocking has occurred in the second quarter of this year it has only been on a limited basis.

For the state steel undertaking, the picture is particularly worrying. BSC executives have already said that losses in the current financial year could be £100m on the most optimistic assessment and could be higher than the £255m loss recorded by the corporation two years ago.

B P continue search for oilfield boundary

British Petroleum has completed a well to discover the south-western boundary of an oilfield discovered in block 7/12 of the Norwegian North Sea last summer.

The appraisal well produced only water, but the company is still confident that the reservoir is extremely promising and could turn out to be a substantial commercial oilfield. The exploration rig, Norwac, has now been moved to drill a well on the south-eastern edge.

Braithwaite & Co. Engineers Limited

Bridge and Constructional Engineers
Pressed Steel Tank Manufacturers

Extracts from the statement of Mr J. A. Humphreys (Chairman)

- A record profit of £1,923,869 represents an increase of 167% over last year's £721,194.
- Greater Sales efforts overseas and improved capacity in our Works increased exports by 81% by overcoming intense competition and satisfying demands for quick deliveries.
- Although we will benefit from increases in our exports and improvements in our Works, we face an imbalance in our order book and expansion cannot be expected to continue at the present rate.
- Dividend is maximum currently allowed and Shareholders' equity increased by a one for one Scrip issue.
- A Profit Sharing scheme for employees, linked to trading profits and productivity, is proposed.

	1977	1976
Turnover	£13,006,000	£9,621,000
Profit before tax	1,923,869	721,194
Profit after tax	915,369	397,194
Earnings per share	67.2p	28.8p
Dividend	7.63p	6.93p

The Secretary, Braithwaite & Co. Engineers Limited,
59 Church Rd., Gt. Bookham, Leatherhead, Surrey KT23 3JL.

The Great Northern Telegraph Company Limited

The Great Northern Telegraph Company's Holding Company Limited

Interim Statement for the first half of 1977 for The Great Northern Telegraph Company Limited of Denmark.

The turnover recorded by The Great Northern Group of Companies for the first half of the year was unchanged compared with the first half of 1976 thereby reflecting the recession in Denmark and elsewhere and the results of the Group for the first half of 1977 failed to reach the level of last year.

A small rise in turnover is expected in the second half of the year but despite this development it is foreseen that ordinary results for the whole of 1977 will be lower than for 1976.

However extraordinary receipts are expected to bring net results up to the 1976 level.

CBI studies time lag in investment

By Our Industrial Editor

Information to be published shortly by the Confederation of British Industry will suggest there is an average lag of up to 12 months between boardroom approval of investment projects and the mid-point of actual expenditure.

If this is correct, a significant boom in investment can be expected early next year, then developing strongly in the following months. This is because in July companies monitored by the CBI under its industrial trends survey strongly indicated a rise in board authorizations producing an increase in capital investment in manufacturing between 1977 and 1978 of up to 20 per cent.

Ford workers object to Belgian switch

Ford workers at Dagenham are objecting to a company plan to ship components to a Belgian plant which will then produce right-hand drive Corinas for the United Kingdom market.

Shop stewards say that, on average, 430 cars a day could be made at Dagenham if the facilities were used to capacity.

Ford proposes to import 100 Corinas a day from Belgium and 30 a day from Cork, starting next month, to help to meet the backlog of orders for the model. There is a 4-5 months waiting list for the car.

Shop stewards said they were writing to Mr Varley, Secretary of State for Industry, claiming that Ford's decision posed a threat to the balance of payments and was against the national interest.

The company said yesterday that the import of Corinas was a temporary measure and would not have been necessary had workers' "restrictive practices" not held back the full use of Dagenham capacity. The plant is producing 950 cars a day against planned output of 1,200.

Workers were asking for a Sunday shift, but absenteeism on the Saturday shift was already up to 30 per cent. Further weekend working, at overtime rates, could result in greater absenteeism during weekdays.

Machine tool expansion on Merseyside

By R. W. Shakespeare

Cross International, the automated machine tool group, has announced plans to double the size of its Merseyside plant by the middle of next year.

Cross, a supplier of manufacturing systems to the motor and allied industries, already has an investment of more than £5m in the plant at Knowsley, near Liverpool. The development plans aim at giving the complex a £10m a year output by mid-1978 and the labour force will be increased from 250 to 500.

This is the second expansion of the American-owned plant since it opened in 1969.

Mr M. Bright, Cross International's managing director in Britain, believes it will be possible to find and train the labour he needs on Merseyside. He estimates that the expansion will generate another 200 or more jobs in supplying organizations.

Panel's task is 'fair' pricing system

Mr Charles Williams, chairman of the Price Commission, who was in Glasgow yesterday explaining to the Scottish Office of the CBI and to the Scottish TUC the wider powers given to the new commission to ensure fair prices from small as well as large companies, told a conference that the commission was "not there to bankrupt companies".

He said that he had found an opinion in the CBI that the consumer was being favoured at the expense of the industrialist. That was not so. Their job in the public interest was to ensure that the pricing system was fair.

He revealed that they had a "flying squad" of 20 investigators—preferably to call them specialists—who were management consultants, economists and accountants would be seconded to their 15 regional offices to process any investigation into a complaint that should arise.

The main work for the new Price Commission would be in the market place, and he wanted the public to help the commission in its work and to know what powers it had.

He said it was not part of the work of the commission to put more people out of work in Scotland.

Cut in air cargo rates to Lagos

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London to Lagos route from Monday by British Caledonian Airways and Nigeria Airways, BCal said yesterday.

The airline forecast that the new rate structure, which had been devised to meet a need for low cost, "on-demand" capacity, would prove attractive to as much as 75 per cent of the air freight market between the two points.

Changes for loads of between 1,000 kilos and 2,999 kilos, and for loads greater than 3,000 kilos will be 75p and 65p per kilo respectively for most commodities.

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Productive investment by French chemical companies is expected to rise by 30 per cent in 1977 from 1976, according

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To achieve this, the nuclear fuel is housed in a square, protective shell, with its corners

A surge in investment is long overdue and this year, early expectations of an increase have been progressively cut back. Mr John Methven, CBI director general, admitted earlier this month that industrialists' capital expenditure was still far too low, although his advisers believe the existence of surplus capacity has been an important restraining factor whatever the optimism generated by various economic indicators.

The CBI has just completed a special study of its trends survey to gain greater insight into how companies put forward their plans and answer questions. One of the checks was to see whether respondents were wrongly including as authorizations

Wealth tax 'risk to jobs in small companies'

The Confederation of British Industry today renews its attack on the idea of a wealth tax.

In a booklet published today, the confederation argues that the tax would put jobs in small companies at risk. The tax would also be unfair, it argues, because Britain already has extremely high taxes on wealth.

Although the booklet expresses root-and-branch opposition to the whole concept of a wealth tax, it also picks out for particular criticism special features of the TUC/Labour Party scheme.

It attacks the proposal that the rate should be set at 5 per cent, arguing that even those countries which do apply the tax keep the rate below 1 per cent.

It also stresses its belief that "productive assets", which would include most importantly private businesses, should be excluded from the assessed wealth of a taxpayer.

The CBI argues that a wealth tax would choke the growth of small companies by forcing the owners to raise money out to meet tax bills. It also says that those with wealth rather than income are already heavily taxed.

Wealth tax—the industry view (CBI Print and Publications Department, 21 Tottill Street, SW1. Price £1).

Slowdown forecast for exports

By David Blake
Economics Correspondent

Britain's exporters expect the volume of their sales abroad to go up by 5 per cent during the second half of this year, but they are now reconciled to a slow-down in the first three months of 1978.

The latest short-term export prospects survey of the Department of Trade shows a slightly more buoyant picture than that presented by the last survey, published in June. However, major companies have not revised their forecasts upwards.

The survey is relatively narrow, and so far this year companies have been systematically over-optimistic about the likely increase in the volume of their exports, so that the actual output may be worse than the growth forecast.

In the year to the end of June, for example, companies predicted that their exports would grow by 10 per cent in volume, whereas the actual growth was only 7½ per cent.

There may also be some element of over-optimism for a previous failure to live up to hopes of export volume, although the actual value was predicted quite well because prices rose more than expected.

Exporters have now revised downwards their expectations of the amount prices will go up. The forecast slow-down in early 1978 will provide ammunition for those worried about loss of competitiveness through the strength of sterling.

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information that was, in fact, just coming on stream.

Mr Richard Price, the CBI's forecast expert, says: "In the event, rather more than eight out of ten respondents to the enquiry indicated that authorization was defined as 'board approval of expenditure'."

Information to be released shortly points to an average 12 month lag to the point of actual spending which is measured by Government statistics for fixed manufacturing investment.

This is not far out of line with the view, based on CBI staff's examination of the relationship between investment intentions and the Government's out-turn statistics.

More on the Peruvian Corporation

From Mr Robert Morrison

Sir, It was George Orwell who first drew to my attention that those governments which act with the least justice are those which are the keenest to have history record that what they do is lawful. It is significant that the Government of Peru, which has acted with patent injustice in the affair of Peruvian Corporation, should so strongly claim that what they have done is correct in terms of law.

Ambassador Montagne has indicated respect for fair play. In that sense I make the following suggestion to him.

Let the issue of the Peruvian Corporation and the Peruvian Government be debated before an independent arbitrator on the basis of fair play or common justice.

If the arbitrator should find for the Peruvian Government, the Peruvian Claims Committee will dissolve itself.

Also in the interests of continuing fair play, let me state the aim of the Peruvian Claims Committee: "Until such time as the Peruvian Government will pay just compensation for the assets of the Peruvian Corporation, the Peruvian Claims Committee will take every opportunity to draw to the attention of international banks and investors everywhere the risks which attach to investment in Peru, so that they may more accurately judge the role of interest appropriate to the risk."

ROBERT MORRISON,
Peruvian Claims Committee,
91 Moorgate,
London EC2M 6SJ.

Interpreting trade statistics

From Mr Vincent Cable

Sir, It is a pity that Lord Kaldor (September 12) has not been able to read the full version of the *Economic Trends* article "Home and Export Performance of United Kingdom Industries", whose Civil Service authors he accuses of "an economic bowler".

Its principal object is to construct indicators at industry level. Its authors do not spell out the full implications of their work but if there are any, they relate primarily to arguments about selective import controls and thus to the structure of trade and production. This is a separate issue from the case for general import controls which is put by Cambridge economists like Lord Kaldor in terms of overall levels of output and employment.

It is also more relevant to immediate policy questions since most of the protectionist running is now being made by specific industrial lobbies (for example textiles) which claim that unemployment is being "caused" by growing "import penetration" of their particular sector. This they seek to counter by selective import controls which are quite unrelated to measures designed to raise aggregate demand.

The *Economic Trends* article helps to illustrate some of the more obvious errors that follow from a disingenuous use of import penetration indices. For example, it shows that the "import penetration" alone would lead one to suppose that important sectors such as chemicals, mechanical, instrument and electrical engineering, and textiles, are in such dire straits as to require import controls.

However, export-to-sales ratios are keeping pace (or more). Various interpretations can be placed on figures even at that level of aggregation but the government statisticians are to be congratulated on trying to provide a more solid statistical basis for discussing the performance of specific industries.

VINCENT CABLE,
Overseas Development Institute,
110 Percy Street,
London W1P 0JB.

LETTERS TO THE EDITOR

More on the Peruvian Corporation

From Mr P. C. D'Arcy Biss

Sir, I hope I am not too late to comment on the Peruvian Ambassador's letter in *Business News* (September 5), but it is because of his letter to me, Mr Robert Morrison of falling short of the customary British standard of "fair play". This is perhaps the pot calling the kettle black.

The procedure in Peru required the government to have the assets of the corporation valued, and for the valuation figure to be the reserve price at the auction. The government appointed a valuer, who came up with a price which was sufficient to satisfy the claims of the Peruvian Government and others, and leave a reasonable sum for the shareholders in the corporation, which would have made them happy.

The Peruvian Government apparently thought the figure too high, so it appointed a second valuer who produced a substantially lower valuation than the first. The government covered the Peruvian Government's claims but left nothing for the shareholders. This was used by the government for purposes of the auction, resulting in the assets being "given away" to the government.

To repudiate its value, appointed by it, and obtain instead a new valuation, more conveniently low, it is hardly "fair play" or "fair play" not up to any British standard.

My narrative is necessarily condensed and I am not seeking in this letter to debate the other points in the ambassador's letter. Since these have been debated previously, without agreement as to facts or conclusions, the point in this letter has been raised in your column previously, but the ambassador has never given an answer.

P. C. D'ARCY BISS,
Chairman,
The Peruvian Corporation

Car rumbles

From Mr A. G. Shillcross

Sir, The comments by SMT and British Leyland on the large slice of our domestic markets now taken by imported cars (September 7) seem to imply that inability to fill their distributors' showrooms is the only factor of consequence.

Can they not see the writing on the wall, and is there no prophet Daniel in the entire country who will translate for them and their employees that it still means "You have been weighed in the balance and found wanting"?

Do they not know that dearly bought experience has forced many of us to view the purchase of a modern British car as a very chancey game indeed, in which the manufacturer plays with loaded dice? And is it not evident by now that many of us, increasingly disenchanted with the industry's standards of workmanship and service and concerned elsewhere?

Let the industry, from shop floor to top management, but look truth in the face and then demonstrate that the customer and his satisfaction have again become top priority—and the import statistics will in their turn quickly show that support is not lacking when it is deserved.

Yours faithfully,
A. G. SHILLCROSS,
Chartered Engineer,
10 Winkfield Road,
St Leonards-on-Sea, East Sussex, TN38 9BY.
September 7.

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even if a golfer hits his tee it will neither upset the drive, break the tee, nor send it off into the distance with the ball.

All that is necessary, claims the inventor, is to make the tee of plastic and hollow, so that it is fairly resilient, and angle the top on which the ball rests at 45 degrees to the stem, and not at a right angle as is usual.

Thus, for a golf ball to balance on the top of the tee, the tee must be driven into the ground at an angle of 45 degrees.

It follows that if a golfer hits the tee whilst driving off, he will inevitably strike it a glancing blow, do little damage, and not displace the tee from the ground.

Adrian Hope

Letters to the Editor

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FINANCIAL NEWS AND MARKET REPORTS

Stock markets

Gilts blaze away on money supply

Gilt-edged stocks finished the day in a blaze of glory reversing early falls to finish with gains of about £1.

Contrary to some expectations equities did not suffer a strong reaction to Wednesday's euphoria and what profit taking there was, largely by the smaller investor, was partially offset by a good demand for the next account. By the close the FT Index, 6.2 down at 11 am, was above the worst losing 4.3 to 544.9.

But it was gilts which stole the show, the main impetus coming from favourable money supply figures and talk that the new "cap" had been heavily over-subscribed. Most realistic estimates put the figure at two or three times but there were more sensational predictions of seven or eight times.

Many fixed-interest dealers also remained convinced that M.L.R. would be cut another half point this week in spite of Bank signals to the contrary. Others felt the Bank would stick by its own indications.

After a slow start short dates went to grips of around seven eighths after hours in what was described as a reasonable turnover. "Longs" quickly reversed early falls and progressed steadily to a point where they were £1 to the good. There was a similar picture among the medium dates.

A long list of company results brought some surprisingly strong statements and in their wake slumps in the market.

The worst hit were Stone-Platt, where lower profits and a gloomy outlook hit the shares to the tune of 25p to 118p, and Rotek which slumped 27p to 140p and Rotek which slumped 27p to 140p.

High hopes for forthcoming results brought a flurry of interest in James Finlay, up 6p to 514p at one stage. The main impetus is expected to come from the reorganized tea side but the group also has a near 5 per cent stake in Lasso. In turn Lasso has almost 30 per cent of Finlay and this is always a cause of speculation.

Lost 22p after touching 125p. In electronic reports of a slump in North American scanner orders had EMI off 16p to 237p while Rael was another sector dropping 8p to 252p. Audiotronic plunged to 30p on the loss and lack of dividend but later managed a rally.

There were differing reactions to rights issues from United Gas, which rose 21p to 58p and Wagon Finance which was lowered 5p to 88p. Talk that John Brown could be next in the money-raising queue

boosted the share 7p to 252p. News that Lomax had sold its stake in Combined English Stores which slumped 6p to 84p on fading takeover hopes. In a similar position is Phoenix Timber which ended 2p lower at 172p. Speculative support was directed into Linford, up 6p to 355p, Furness Withy 7p to 322p, and Sanderson Murray which ended 9p up at 37p.

Ega Holdings, first mentioned here as a takeover possibility, were suspended at 139p pending further news on the talks which have already been announced. Another in talks is Wm. Ball and the shares were suspended at 107p, a couple of pence to the good.

Following news of its restructured investment in Belgium and M.L. Meyer's 10 per cent stake shares of International Timber jumped 8p to 126p.

On the paper and printing pitch figures from Home Counties Newspapers lifted the shares 7p to 57p and those from Liverpool Post 4p to 136p. But Wm Collins slumped 18p

to 168p. Two to go strongly ahead in thin markets were De La Rue, up 10p to 630p, and Pearson Longman 13p to 185p after speculative support. In oils the centre of interest was the raised dividend from Royal Dutch Shell, better by 37p to £41.50. Shell 2p lower at 630p. BP went ahead 4p to 835p but Exploration continued to suffer from this week's figures, losing 9p to 286p.

In the financial sector the prospect of still lower interest rates and news that banking staffs will not share their pay claim had a salutary effect on the clearers. Here Barclays dipped 8p to 312p, Lloyds 7p to 260p, and both National Westminster at 265p and Midland at 337p ended five points down.

There was some interest in the merchants, however, with Kleinfelder Benson firming 4p to 104p, L. Joseph 10p to 155p and Grindlays 2p to 116p. After hours EMI slipped a few pence more on scanner worries while interim figures

from Hall Engineering left the shares 7p down on the day at 88p. ETV ended five points better at 110p on results and acquisition news.

Dealers are looking for bullish profits today from Leicester-based George Oliver (Footwear). But the real interest is in the assets which are in the hands of the directors a property revolution would add another 58p. Interim profits a year ago were £176,000 and the shares trade at 34p.

Equity turnover on September 14 was £138.3m (23,625 bargains). Active stocks yesterday, according to Exchange Telegraph, were ICI, Shell, GKN, Courtauld, BP, new, RAE, De La Rue, Marks & Spencer, BAF, Df, Unilever, EMI, G. A. Beecham, Tube Investments, BOC new, Stone Platt, Bridon, Rotek, Furness Withy and S. & W. Berisford.

Latest results

Company	Sales	Profits	Earnings	Div	Pay	Year's
ICI (F)	0.81(0.80)	0.42(0.33)	5.87(5.97)	2.28(1.49)	2/11	3.48(2.69)
Apex Prop (F)	0.81(0.80)	0.90(0.7)	8(6)	1.6(1.6)	—	—
Applaid Corp (F)	11.4(13.9)	0.99(0.45)	—	—	—	—
Audiotronic (F)	13.1(19.1)	0.31(0.1)	—	0.6(1.13)	1/11	—
Barron (F)	74(9.1)	0.59(0.6)	—	—	—	—
Bentley (F)	15.9(14.4)	0.8(0.6)	6(4.6)	1.1(1.1)	24/10	—
Bifurcated Eng (F)	15.9(14.4)	1.2(0.8)	—	4(3.5)	4/1	—
Black & Edgell (F)	18(12)	9.8(6.7)	13.3(9.8)	2.1(2.1)	3/11	—
Booker M&C (F)	230(123)	8.7(10.3)	—	1.0(0.9)	—	—
Bridon (F)	139(123)	2.5(1.5)	8.3(5.3)	0.4(0.37)	21/10	0.56(0.5)
Brit Vita (F)	21.5(17)	0.13(0.09)	1.35(0.88)	2.1(2.1)	10/10	—
Clifford & Drell (F)	1.8(1.3)	4.1(2.2)	—	0.8(0.82)	8/12	—
Wm Collins (F)	121(51)	7.56(6.2)	3.52(3.2)	2.55(2.32)	7/11	—
Croda Int (F)	104.95(81.63)	12.54(6.3)	6.89(2.86)	230(234)	20/11	50(350)
Dickinson Rob (F)	216.1(168.1)	—	—	—	—	—
Falcon Mills (F)	—	—	—	—	—	—
Galliford Brindley (F)	33.45(30.75)	2.34(1.87)	9.4(9.34)	2.3(2.0)	11/11	3.05(2.75)
Hall Eng (F)	35.5(31.6)	1.8(1.7)	6.25(5.08)	2.2(2.3)	21/10	—
Home Charon (F)	10.22(8.45)	0.51(0.43)	5.44(4.7)	1.29(1.15)	31/10	—
Home Cuts News (F)	2.4(2.43)	0.28(0.08)	5.58(1.52)	1.2(1.2)	28/10	—
ITV Group (F)	20.3(14.9)	0.8(0.7)	12.83(8.67)	4.0(4.0)	—	—
A. A. Jones (F)	6.6(5.6)	0.82(0.73)	1.65(1.50)	2.6(2.7)	24/10	—
Lead Ind (F)	150.9(120.2)	12.1(10.1)	13.95(13.44)	3.0(3.3)	30/11	7.34(5.59)
Leeds Service (F)	5.1(3.3)	—	—	—	—	—
Liverpool (F)	22.5(18.6)	8.7(8.1)	—	2.6(2.1)	28/10	—
L&N & Hylford (F)	—	—	—	1.1(1.0)	18/11	—
L&N & Pw Yst (F)	—	—	—	1.1(1.0)	18/11	—
Lyon & Lyon (F)	2.9(2.3)	0.33(0.28)	9.12(7.7)	0.8(0.79)	3/10	—
Magnolia (F)	1.4(1.1)	1.40(1.36)	7.4(6.9)	1.7(1.0)	4/11	—
Rotek (F)	7.02(6.30)	—	—	5.0(4.3)	—	—
Royal Dutch (F)	—	—	—	1.45(1.30)	3/11	—
J. Saville Gird (F)	0.92(0.86)	23.2(15.6)	4.0(3.7)	1.0(0.95)	—	—
Sanderson Murray (F)	33.45(30.75)	0.12(0.10)	—	0.99(0.97)	28/10	—
Sharma Ware (F)	4.4(3.6)	0.13(0.15)	—	—	—	—
F. Shaw (F)	4.5(4.8)	—	—	—	—	—
Shell Trans (F)	9.5(7.4)	1.0(0.9)	20.46(10.03)	8.6(7.3)	7/11	—
Stone-Platt (F)	95.7(93.7)	7.31(7.39)	7.9(8.2)	2.8(2.3)	11/11	—
Supra Corp (F)	2.4(1.9)	0.21(0.16)	1.28(0.96)	0.3(0.31)	21/10	—
Shell Transport (F)	—	—	—	8.8(7.2)	7/11	1.54(14.0)
Tate & Lyle (F)	—	—	—	7.3(6.1)	7/11	—
Triford Pk Est (F)	—	—	—	2.09(1.8)	10/11	3.63(3.25)
Watts, Blake (F)	8.6(6.9)	1.2(1.1)	7.06(7.23)	1.5(1.0)	15/11	2.54(1.0)
Williams & Jms (F)	2.2(2.2)	0.20(0.18)	—	0.99(0.19)	7/11	—
Wm Woodward (F)	2.5(3.4)	0.22(0.14)	—	0.6(0.6)	21/10	—

Dividends in this table are shown net of tax on pence per share. To establish gross multiply the net dividend by 1.515. Profits are shown pre-tax and earnings are net. a Forecast. b Loss. c Florins.

Stone-Platt unlikely to recoup opening dip

By Nicholas Hirst
Stone-Platt Industries shares dropped 25p to 118p yesterday on a disappointing set of interim figures for the first half of the year. Pre-tax profits fell from £6.1m to £5.5m.

Sales of £86.1m were 8 per cent lower than in 1976, which in real terms represented a volume drop of 18 per cent. Slack demand in the United States for textile machinery both for the Platt Saco Lowell and Ernest Scrage products were exacerbated by teething troubles in production of steel castings for the pump division by a new United Kingdom supplier.

The group thus expects some recovery in sales in the second half, which as profit margins have continued to improve, should show through to earnings. The 75 per cent trading margin of the first half of last year had grown to 81 per cent, but the hopes of a marked improvement in profits this year which went with last year's results look to have been buried beneath a continuing worldwide depression in the textile industry.

The group, however, says that strenuous efforts are being made to contain costs and improve productivity, but profits for the year are unlikely to reach the £15.6m of 1976.

Still the interim dividend is increased by 10 pence to 10 pence to the gross equivalent of 3.46p.

Staff Potts beats £1m in 50pc advance

The growth story continues at Staffordshire Pottery (Holdings), as pre-tax profits are boosted 50 per cent to a record £1.05m for the year to June 30.

Sales also continue to rise and this time have expanded by 29 per cent to £9.59m. Because of a lower tax rate earnings a share are shown to have risen sharply from 8.40p to 19.85p. A final dividend of 3.6p has been proposed making 5.35p gross compared with 4.79p for the same period.

At halfway, pre-tax profit rose by 47 per cent to £317,000. Turnover was 29 per cent higher at £4.4m. Meanwhile the board states that sales for the current year to date are satisfactory and the capital spending programme is continuing according to schedule.

Dickinson Robinson almost doubles but stays cautious

By Victor Felstead
Almost doubled first-half profits come from Dickinson Robinson Group, the makers of envelopes, branded stationery, papers and office supplies.

On turnover 28.5 per cent up at £216.4m in the first half of 1977, pre-tax profits jumped from £6.3m to £12.5m. This is slightly lower than the £13.49m pre-tax made in the last six months of 1976. The board explained that the improvement was almost entirely due to the United Kingdom operations and reflected the better conditions prevailing since the middle of last year, although there was a slowing down towards the end of the second quarter. All major divisions contributed to the performance.

DRG's paper and board division traded at a profit, but the fine paper and board industry is still in recession and the board warns the group cannot expect an adequate return from the investment in the Croyley and Nash mills until the world market improves and it is able to recover increasing costs in prices.

The United Kingdom packaging, stationery and Seltorane sections all achieved "significant increases" in trading profits. The engineering side showed a similar improvement, but the full benefit of its current order book has yet to be reflected in the figures.

In view of the uncertainty of levels of demand over the next months and the problems in the



Mr. T. Lloyd Robinson, chairman of the Dickinson Robinson Group.

United Kingdom over pay settlements, the board finds it unwise to make any firm forecast for the rest of the year. However, present indications are that the second-half's results should be similar to the first's. This could mean pre-tax profits of about £22m for 1977.

DRG's profits hit a record £31.24m in 1974, but slumped to £19.69m in 1975 and showed little growth at £19.8m for last year's £18.3m.

There was a decrease of £5.41m in cash resources in the half-year, compared with a decrease of £9.58m in the first half of 1976. This cash outflow was caused by the heavier demands for working capital in the United Kingdom, mainly of a seasonal nature.

Phoenix can block bid

Mr. A. Gourvitch, chairman of Phoenix Timber Co., told the annual meeting that in view of the substantial rise in the price of the company's shares and the events and speculation of the past few weeks he would take the opportunity to make a statement.

When Mr. T. A. Maher resigned as a director of Phoenix on September 8, the terms of the agreement between Phoenix Group and Phoenix over the disposal of the Phoenix subsidiary of 728,900 Phoenix shares ended. The subsequent sales of these shares by Phoenix was made "without the Phoenix board's knowledge or agreement as to the name of the buyer". Which was a wholly owned subsidiary of Royco Group.

Since the foundation of the company by his late uncle more than thirty years ago, Phoenix has been very much a family business. Although the company shares have been quoted on the Stock Exchange since 1954, his family has retained "a substantial holding" and many shares have been acquired by close friends, management and employees of the group. The board "is of the opinion that any unwelcome takeover bid would not succeed".

Recovery in demand takes place as to the months to show through to the wire rope industry but there is some hope that a recovery in America could help results at Bridon next year.

Bridon also announced yesterday it had paid £700,000 for Sheffield engineering company Deerland Holdings.

Hall Engineering (Holdings) Limited

Interim dividend on Ordinary Shares

The unaudited results of the Group for the six months ended 30th June, 1977, are as follows:

	First half 1977	First half 1976	Full year 1976
Turnover	£900s	£900s	£900s
Profit before taxation	35,523	31,610	62,441
Taxation	1,900	1,750	3,650
Extraordinary items (less tax)	936	910	1,520
Preference dividend paid	32	32	64
Profit available to Ordinary Shareholders	832	808	1,681
Cost of dividend on Ordinary Shares	266	238	475
Dividend per Ordinary Share	2.313p	2.377p	4.755p
Earnings per Ordinary Share	—	—	—
Basic	6.93p	6.73p	14.84p
Diluted	6.25p	6.08p	13.32p

The Directors have declared an interim dividend of 2.213p per Ordinary Share. In addition, as a result of a reduction in the rate of Advance Corporation Tax affecting the final dividend in respect of 1976, there is being paid a special additional dividend of 0.500p per share at a cost of £3,600. Both these dividends, totalling £2,249 per share, will be paid on 21st October, 1977 to shareholders on the Register at the close of business on 30th September, 1977. These dividends are payable on the increased issued share capital resulting from the recent 1 for 5 scrip issue.

During the first half of the year £7,870 of Loan Stock was converted into 5,792 Ordinary Shares of 50p each.

The results for the half year show a modest improvement over both halves of 1976 despite a reduction in the contribution from our overseas investments.

About the difficult trading conditions in the construction and civil engineering industries continue, the contribution from our steel making activity has improved significantly.

Even without any improvement in the general level of economic activity in the U.K. the Directors are confident that the profits for the year as a whole will exceed those for 1976.

HALL ENGINEERING (HOLDINGS) LIMITED, Harlescott Lane, Shrewsbury SV1 3AS

I.J. Dewhurst

Holdings Limited

INTERIM STATEMENT

The unaudited figures for the half year to July 15, 1977 are:

	26 weeks ended 15 July 1977	26 weeks ended 16 July 1976	32 weeks ended 12 January 1977
Sales	5,067,000	4,260,000	9,073,119
Trading Profit	464,000	384,000	805,212
Net Interest Received	41,000	25,000	109,084
Profit Before Taxation	505,000	409,000	914,306
Estimated Taxation	285,000	211,000	476,700
Profit After Taxation	220,000	198,000	437,606
Earnings Per Share	4.20p	2.80p	8.80p

Trading conditions during the half year continued to be very competitive and I am therefore pleased to be able to report an increase in sales of 33%, and an increase in profits before tax of 23%, compared with the first half of 1976. It will be seen that our trading profit margin has dropped a little but a substantial increase in sales has helped to ensure that we have made a reasonable increase in trading profits. Pre-tax profit has been assisted by net interest received of £41,000, which is an increase of £16,000 compared with last year. We still have a substantial amount of cash invested albeit at reduced levels of interest compared with a year ago.

The Directors have declared an Interim Dividend to be paid on the 24th November 1977 of 0.6p per share which compares with 0.54p last year after adjusting for the scrip issue made in June 1977. It is our intention in due course to recommend the payment of a maximum permanent final dividend of 1.45p per share making a total for the year of 1.745p per share.

Demand for our products is generally good and we expect to have a full production programme for the rest of the financial year. The extension to our Redcar factory is now operational and we plan shortly to commence building a permanent factory at Hull.

There are a number of hurdles ahead of us in the second half, in particular the negotiation of wage increases and the inevitable price increases which must follow. We are still facing considerable pressure on profit margins but despite the many problems that face us I expect the full year will see a continuation of our pattern of steady growth.

Alistair J. Dewhurst, Chairman

Galliford Brindley tops £2m

In spite of "most difficult trading conditions" in the construction industry, an increase in profits for the eighth year running has been achieved by Leicester-based Galliford Brindley, which is in construction, specialist services, plant hire and engineering.

On turnover up from £30.75m to £33.45m in the year to June 30, pre-tax profits expanded from £1.87m to £2.34m. Earnings per share slipped from 9.34p to 9.24p, but the total 9.34p cash resources, being raised from 4.23p to 4.63p.

Mr. Peter Galliford, the chairman, reports that there are signs that the construction market will start to improve in the next 12 months or so. This coupled with the return of confidence which has produced a "noticeable increase" in orders from the industrial sector and together with the group's cash resources gives the board "every confidence to look forward to yet another satisfactory year".

In the first half of 1976-77, pre-tax profits rose from £1.87m to £2.34m on turnover up from £30.75m to £33.45m.

British Vita takes off in first half

By Michael Clark

Continued improvement in the home market has enabled Manchester-based British Vita to post pre-tax profits by 61 per cent to a record £2.5m in the first half to June 30. If this improvement can be maintained, as seems probable, the group should have no problem in beating the record £4.02m achieved in 1976.

British sales of this international plastics and rubber group, rose 28.5 per cent to £18.3m and overseas market sales rose 7.9 per cent to £3.1m, pushing total turnover up from £17.1m to £21.4m. Pre-tax margins rose from 9.10 per cent to 11.7 per cent and earnings a share from 5.5p to 8.3p. The board has declared an interim dividend of 1.57p gross compared with 4.41p adjusted.

Operations of British Vita, within the United Kingdom continue to maintain the steady rate of improvement established in 1976, although trading conditions reflect some problems in consumer spending throughout the country.

Falling demand had been experienced in the first half,

particularly in the furniture and bedding industries. But latest indications show a gradual improvement in these markets.

Meanwhile the group plans further capital spending in the prime areas of activity in Britain which will strengthen its trading position and provide the basis for further opportunities for expansion overseas.

International operations as a whole continue to show increased earnings and many established operations are extending their production facilities. The present emphasis, though, is on bringing newly-established ventures through to profitability.

The group results for the first six months of 1977 show a continued growth in overall profitability, says Mr. Norman Grimshaw.

Results of British Vita for the whole of 1976, showed a 73 per cent advance in pre-tax profits from £4.02m to £6.79m. These results were accompanied with a one-for-one scrip.

The shares traded a couple of pence better to 90p yesterday on news of the figures.

Ega listing suspended as takeover talks continue

Briefly

Shares in Ega Holdings were temporarily suspended yesterday at the board's request, pending "further developments in the talks which have been taking place about an offer for Ega. At the time of the suspension, the ordinaries were 139p, valuing the equity at about £8.6m. A further announcement will be made by Ega as soon as possible. Last month, the board reported that talks were on: the possible bidder has not been named. Ega is based at St Asaph, Clwyd, North Wales. It is an international group, making plastic products for the electrical industry: engineering precision machinery, steel fabrications and constructional steelwork.

ALLIED LIX-PEACHEY
Peachey Property Corporation has been told that Allied London Properties has an interest in 1.35m Peachey shares (16.32 per cent).

ADWEST GROUP
Racial Electronics has increased its holding to 401,250 ordinary shares (3.76 per cent).

CAPARO-EMPIRE PLANTS
Caparo has extended its offer for Empire Plantations & Investments to September 30. Acceptances were 1.9 per cent of Ordinary and 34.7 per cent of preference.

DISTILLERS
Chairman told annual meeting that prospects remain reasonably encouraging for current year.

CORN EXCHANGE
Briefly Investments now has a stake of about 20

Prices hold firm

§ Forward bargains are permitted on two previous days

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Please write or phone for an application form to: Esso Chemical Limited, Employee Relations Adviser, Esso Chemical Unit, Fawley, Southampton SO41 1TA. Tel: Southampton (STD 0703) 803323. Extension 22.

GUY SALMON

LEASING DIVISION

FIELD SALES
EXECUTIVES

Due to substantial further expansion we require sales personnel experienced at board level negotiations to sell this exciting facet of our group's services.

The job function demands knowledge of finance, taxation and the motor industry. A knowledge of any of these would be a distinct advantage. However a proven track record of top level negotiating is essential.

Remuneration will be by way of good basic salary and incentive as is befitting the importance placed upon these positions. A company car and expenses will also be provided.

Please write with brief career details to: Michael Buckingham, Director, Guy Salmon Ltd., Portsmouth Road, Thames Ditton, Surrey or telephone him on 01-398 5555.

Chief Executive Officer
(Designate)

The Leeds Industrial Co-operative Society Limited, current annual sales in excess of £20 million, invites applications for the post of Chief Executive Officer Designate.

Applicants must have a record of successful achievement in top management.

The successful applicant will probably be between 40 and 50 years of age.

N.A.C.O. conditions of service apply, with car and fringe benefits. Salary Negotiable.

Application forms available from the Secretary, Mr J. H. Wright, LEEDS CO-OPERATIVE, Administration Offices, David Street, Leeds LS11 5DD.

GENERAL VACANCIES

CITY OF DUNDEE DISTRICT COUNCIL
ASSISTANT KEEPER OF ART

Vacancies are invited for the above post in the Museums and Art Galleries Department of the Civic Amenities Department.

Candidates should be university graduates with a relevant degree, who should be studying for the Diploma of the Museums Association. The successful candidate will report to the Keeper of Art and will be responsible for the running of the Department of Art and publications and catalogues, full display and conservation programmes and with financial and public relations.

He or she will also be responsible for the day-to-day maintenance of records and the day-to-day running of the Department. The successful candidate will be responsible for the day-to-day running of the Department. The successful candidate will be responsible for the day-to-day running of the Department.

For full details and application forms, which may be obtained from the City of Dundee, 14, City Square, Dundee DD1 3BN (telephone 0382 23141, ext. 239). Completed applications should be lodged with the undersigned not later than October 21, 1977.

City Chamberlain, Gordon S. Watson, Dundee DD1 3BN, Town Clerk and Chief Executive.

GREATER LONDON ARTS ASSOCIATION
wishes to appoint a
DANCE OFFICER

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For full details and application forms, which may be obtained from the Greater London Arts Association, 25, Tavistock Place, London WC1B 6PP. Closing date for applications: 10th October, 1977.

PUBLIC AND EDUCATIONAL UNIVERSITY APPOINTMENTS

The University of Leeds
SCHOOL OF EDUCATION
CENTRE FOR STUDIES
IN SCIENCE EDUCATION

Applications are invited for a

LECTURER IN EDUCATION

Applications should be sent to the Secretary, School of Education, University of Leeds, Leeds LS2 9JT. Applications should be sent to the Secretary, School of Education, University of Leeds, Leeds LS2 9JT. Applications should be sent to the Secretary, School of Education, University of Leeds, Leeds LS2 9JT.

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MISCELLANEOUS
FINANCIAL

BERKSHIRE COUNTY COUNCIL
BILLS: £7,000,000 due 10 December, 1977. Issued 15 September, 1977. Applications: £11,000,000. Average applications: £11,000,000 outstanding.

ST. HELENS BOROUGH
COUNCIL BILLS

Issued 15th September, 1977. £1m. Bills due 30 December, 1977. Applications: £11,000,000. Average applications: £11,000,000 outstanding.

METROPOLITAN BOROUGH
OF SANDWICH BILLS

£1,750,000 due 10 December, 1977. Issued 15 September, 1977. Applications: £11,000,000. Average applications: £11,000,000 outstanding.

METROPOLITAN BOROUGH
OF SANDWICH BILLS

£1,750,000 due 10 December, 1977. Issued 15 September, 1977. Applications: £11,000,000. Average applications: £11,000,000 outstanding.

CONTRACTS AND TENDERS

DEMOCRATIC AND POPULAR
REPUBLIC OF ALGERIA

MINISTRY OF HYDRAULIC ENGINEERING
LAND DEVELOPMENT AND THE ENVIRONMENT
DIRECTION DES PROJETS ET
DES REALISATIONS HYDRAULIQUES

Notice of Extension of Time

The final date for the submission of bids regarding the construction of the dam to be built on the OUED HAREZA initially scheduled for the 28th of September, 1977, has been extended to the 28th of November at 5 p.m.

DEMOCRATIC AND POPULAR
REPUBLIC OF ALGERIA

MINISTRY OF HYDRAULIC ENGINEERING,
LAND DEVELOPMENT AND THE ENVIRONMENT
DIRECTION DES PROJETS ET
DES REALISATIONS HYDRAULIQUES

Notice of Extension of Time

The final date for the submission of bids regarding the construction of the dam to be built on the OUED BOU ROUMI initially scheduled for the 28th of September, 1977, has been extended to the 10th of October, 1977, at noon.

DEMOCRATIC AND POPULAR
REPUBLIC OF ALGERIA

MINISTRY OF HYDRAULIC ENGINEERING,
LAND DEVELOPMENT AND THE ENVIRONMENT
DIRECTION DES PROJETS ET
DES REALISATIONS HYDRAULIQUES

Notice of Extension of Time

The final date for the submission of bids regarding the construction of the dam to be built on the OUED ISSER initially scheduled for the 28th of September, 1977, has been extended to the 27th of October at noon.

DEMOCRATIC AND POPULAR REPUBLIC OF ALGERIA



MINISTRY OF LIGHT INDUSTRY

NATIONAL SOCIETY OF SEMOLINA MILLS COUSCOUS
MACARONI MANUFACTURERS

6 Boulevard Zirout Youcef - ALGIERS

INTERNATIONAL INVITATION TO TENDER

The SN. SEMPAC has launched an international invitation to tender in view of the realization of two units, (Product in hand) of yeast, capacity 15,000 tons annual each.

Submissions interested may withdraw, from the 20th August, 1977, the technical dossier against the sum of 200,000 DA, from the SN. SEMPAC, Development Direction, 26 rue Ayachi Mohamed (ex rue de Suez) in Belcourt, Algiers.

The tenders accompanied by the regulatory papers and references must be sent under double plan envelope carrying the mention Tender Invitation—Units for yeast—Submission not to be opened.

The limit date for submissions is fixed for the 2nd November, 1977.

6 Boulevard Zirout Youcef - ALGIERS

Stepping Stones—Non-Secretarial—Secretarial—Temporary & Part Time Vacancies

LA CREME DE LA CREME

Secretary/Admin
Assistant

From £3,250 p.a. a.a.e.

Reuter, the world news organisation, requires a Secretary/Admin Assistant to work with a small team providing the Company with its long-range planning service.

The successful applicant will provide the full range of secretarial duties to the Financial Manager (Corporate Financial Development) and his team and will have the opportunity to broaden his/her experience in both computerised and financial systems. The work is varied and will provide scope for a person willing to accept responsibility and work on their own initiative. Good shorthand and typing together with good organisational ability are essential.

For further details please telephone Jackie Gillon on 01-353 6060, ext. 316.

Opportunity to join a
young, lively, expanding,
international education company

Our Chief Executive needs a capable, efficient Secretary with organizational flair and the ability to work on own initiative. Spoken French would be an advantage. Salary negotiable.

If you are between 20-25 with good speeds and some secretarial experience, please write to Carol Perry at XEROX Learning Systems International Ltd., 20-22 Bedford Row, W.C.1.

PERSONNEL OFFICER

To assist the Company Secretary in the recruitment of office and administrative staff plus the responsibility for staff welfare and upkeep of personnel records for the Head Office of an industrial holding Company. Ideally candidates will be aged 25-35, some experience of the Personnel Function. Competitive salary, L.V.s. and other associated benefits.

Telephone for application form:
MRS. P. A. MAYFIELD
01-629 8886.

BUILDING DESIGN PARTNERSHIP
16 GRESSE STREET,
LONDON W1P 2DA

Partner's Secretary

We are looking for a competent, lively Secretary who would like to join our happy, friendly team. We are a small, growing company and we are looking for a person who can take on a wide range of duties. Please send written applications giving full particulars to Mr Howard at the above address.

SUPER
SECRETARY/P.A.

required for senior Partner of Bond St Property Company. Interesting job in pleasant environment. Shorthand and audio required. Age 27-35. Salary £3,800-£4,000 negotiable.

Please ring Georgina, on 499 2271

P.A./SECRETARY

for Leisure industry up to £4,000 p.a. plus benefits

Secretary required for Financial Planning Agency in a well-known Company in Leisure Industry situated in E.C.1. Must be good shorthand writer. Knowledge of short-hand and audio required. Pleasant conditions, own office, informal atmosphere, working with young people.

Telephone: 251 4726

PERSONAL
SECRETARY/PA

The Secretary of a professional institute (adjacent to the Victoria and Albert Museum) requires a Personal Assistant for administrative duties. Must be good shorthand writer. Knowledge of short-hand and audio required. Pleasant conditions, own office, informal atmosphere, working with young people.

Applications marked "Personal" should be sent to: N.J. Davies, 14, City Square, Dundee DD1 3BN. Born: London WC1V 7QJ.

INTERVIEWER

We need one interviewer for a growing firm agency in one of the best areas in London. £2,000 p.a. plus benefits. Must be good shorthand writer. Knowledge of short-hand and audio required. Pleasant conditions, own office, informal atmosphere, working with young people.

For full details and application forms, which may be obtained from the City of Dundee, 14, City Square, Dundee DD1 3BN (telephone 0382 23141, ext. 239). Completed applications should be lodged with the undersigned not later than October 21, 1977.

City Chamberlain, Gordon S. Watson, Dundee DD1 3BN, Town Clerk and Chief Executive.

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Personal
Assistant

Chairman of an international group of companies mainly trading in beauty and hair care products requires a young ambitious person, preferably with a business or accounting background, to act closely with the Chairman in the capacity as Personal Assistant. Applicants should possess a tremendous sense of urgency and strong but tactful personality. This new appointment offers excellent opportunities and will be based in LONDON, W.1, but the successful applicant must be prepared to travel extensively. Salary will be negotiable and dependent on age and experience and normal fringe benefits apply. Please write in the first instance giving full details of personal background and experience to Box 1729 J. The Times.

Audio
Secretary

Our Company Secretary and his two colleagues require a secretary who enjoys varied work and can cope well under pressure at times. A good work record, preferably in a related field, is essential and the preferred age group is 25-45. There will be a starting salary of up to £3,400 p.a. plus L.V.s and this year's holiday arrangements will be honoured. Phone Helen Davis on 493 9161 or write to her at Alfred Dunhill Ltd., 30 Duke Street, St. James's, London, S.W.1.

SECRETARY
to the CLERK OF THE SKINNERS COMPANY,

one of the twelve great Livery Companies of the City of London. An interesting and varied job for an efficient and experienced Secretary. This work covered will encompass the Company's charitable, educational and welfare interest, as well as assistance with organising social functions. Preferred age range 30/40. Salary in range £3,000-£4,000. Non-contributory pension and L.V.s.

Please ring 236 5629 and ask for particulars and application form.

RESIDENTIAL
NEGOTIATOR

Urgently required by Kensington Agents with spacious offices. Previous experience and car owner essential. 3 weeks' holiday. £3,000 p.a. plus commission and all car expenses.

Robert Bruce & Partners
01-937 9847/9884

PUBLISHING
EXECUTIVE ASSISTANTS

Two Assistants with enthusiasm, adaptability, and above all a willingness to learn. Must be good shorthand writer. Knowledge of short-hand and audio required. Pleasant conditions, own office, informal atmosphere, working with young people.

Travel in the U.K. and possibly abroad may be essential so a current driving licence, law fees and French or German are a distinct advantage.

01-336 7998

P.A. FOR
SOUTH OF FRANCE

P.A. with sense of responsibility required by international business man to work in Nice area for 6 months. Must have excellent secretarial skills, be able to cook, and drive. Good salary and accommodation provided. Ability to speak French and nursing skill would be advantageous. Please send c.v. Box 2150 J. The Times.

SALARIES CLERK/
GENERAL ASSISTANT

A leading firm of Chartered Accountants in E.C.1 (conveniently situated) requires a Salaries Clerk/General Assistant for a permanent position. The successful candidate should have a good knowledge of the accounts and be able to handle a wide range of clerical duties. Salary £2,500 p.a. plus benefits.

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LA CREME DE LA CREME

The City University
SECRETARIAL
ASSISTANTS

To work for a group of Lecturers and a Senior Lecturer in the City University Business School. Applicants should possess a knowledge of shorthand, a knowledge of short-hand, and a knowledge of short-hand. Salary on the scale £2,750 to £3,111 inclusive, point of entry £2,750. 34 days annual leave, including 20 days statutory holidays.

Application forms obtainable from the City University, London WC1N 3AX. Tel: 01-495 3555. Extension 587.

SENIOR SECRETARY
SLOUGH

The Manager of the International Postcard Association requires a Senior Secretary. This position involves a wide range of duties, including the management of the Association's affairs. Salary £3,000 p.a. plus benefits.

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